



redwood  
**communityaction**  
agency

Proposal for  
**Humboldt Multimodal and Vibrant  
Neighborhoods Planning Project**

April 5, 2024



# Redwood Community Action Agency

**ADMINISTRATION**  
Information & Referral  
(707) 269-2001

**COMMUNITY SERVICES**  
(707) 269-2052  
AmeriCorps Programs  
(707) 269-2047  
TOOTH Program  
(707) 269-2076  
PACT Program  
(707) 269-2013

**ENERGY AND ENVIRONMENTAL SERVICES**  
(707) 444-3831  
Weatherization, Ext. 206  
Home Energy Assistance Program  
(HEAP) Info (707) 444-3834  
General Contractor  
License#466777

**NATURAL RESOURCES SERVICES**  
(707) 269-2058  
Landscape Contractor  
License# 518874

**AFFORDABLE RENTALS**  
Managed by: Rural Communities  
Housing Development Corp.  
(707) 826-7312

**YOUTH SERVICES BUREAU**  
24-Hour Youth & Family Hotline  
(707) 444-CARE  
YSB Administration  
Launch Pad TLP  
Our House Emergency Shelter  
(707) 443-8322  
Raven Street Outreach Program  
(707) 443-7099

**ZURETTI GOOSBY**  
Board President

**VAL MARTINEZ**  
Executive Director

HCAOG Attention: Oona Smith, Senior Regional Planner  
611 "I" Street, Suite B  
Eureka, CA 95501

Dear Ms. Smith,  
Redwood Community Action Agency (RCAA) is pleased to submit a proposal to provide services for the Humboldt Multimodal and Vibrant Neighborhoods Planning project. RCAA's Active Living program develops and implements projects to support regional and state governments, as well as residents and grassroots organizations in their efforts to solidify policies and infrastructure improvements that enable safe and equitable access to human-scale transportation and recreation opportunities. We facilitate numerous partnerships that encourage equitable access to goods, services, employment, education, and recreation, and actively work to improve local opportunities to integrate and increase physical activity and healthy choices into daily routines.

The Multimodal Vibrant Neighborhoods project, with its emphasis on aligning transportation and land use more sustainably and equitably, aligns with RCAA's Active Living program goals and our history of facilitating efforts that engage community members, tribes, and experts in the field to create a more environmentally sustainable world. We have assembled a strong team of consultants to help carry out the tasks outlined in the RFP and are committed to delivering products that will make neighborhoods more vibrant by identifying the best places to invest in active travel that connects people to housing, jobs and essential services.

Please contact Carol Vander Meer, Project Coordinator, during the consultant selection process. Her email is [cvandermeer@rcaa.org](mailto:cvandermeer@rcaa.org), address: 904 G Street, Eureka, CA, 95501, and phone: (707)269-2068. Our proposal package is a firm offer for the next 60-day period.

Sincerely,  
*Susannah Ferson*

Susannah Ferson  
Director of Natural Resource Services,  
Redwood Community Action Agency.

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## **2. Understanding of Project**

The Humboldt Multimodal and Vibrant Neighborhoods Planning Project (Project) presents an opportunity to work in a truly integrated way with residents and experts to more closely align land use, transportation, more sustainably and equitably as well as set ambitious targets to reduce greenhouse emissions. RCAA's overarching goal of empowering people, changing lives, makes us uniquely suited to facilitate this Project that supports data-informed dialogue to help facilitate community decisions about how to best advance less car-dependent land use. Creating vibrant, neighborhoods where people are engaging in active travel is part of what RCAA's Active Living Department has been doing for more than 20 years. The four activities outlined in the project scope of work will require diverse skill sets. RCAA has worked to assemble a team that can work cohesively on delivering products that will help significantly move Humboldt towards sustainable, equitable and vibrant neighborhoods.

## **3. Consultant Qualifications and Experience**

### **a. RCAA Qualifications and Staff**

Redwood Community Action Agency (RCAA) will be the lead firm for the project, working with subconsultants to deliver on all four activities described in the request for proposals. RCAA is a non-profit Community Action Agency 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 persons to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. The Natural Resource Services (NRS) 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. RCAA does not hold a controlling or financial interest in any other firms or organizations. RCAA has not experienced any significant variation in size over the last five years.

The Active Living Program of the Natural Resources Services Division (NRS) of Redwood Community Action Agency (RCAA) works to improve the ability of communities to identify tangible ways to increase access to an active and healthy lifestyle for people of all means, ages, and backgrounds. NRS/RCAA's team consists of experienced planners with a high level of expertise in developing and implementing active transportation and Safe Routes to Schools (SRTS) projects in rural areas. NRS/RCAA is recognized at a state level and beyond as a leader in implementing effective community design charrettes and walkability audits for multimodal transportation projects and multi-disciplinary efforts to improve built environment effects on public health. Through fostering local and regional partnerships, NRS/RCAA seeks to cultivate a stronger focus for healthy community design in small towns and rural communities and schools throughout the state. We work with public health departments, planners, planning and public works staff, non-profits, healthy eating and active living collaboratives and communities, social services agencies, transportation providers, schools, appointed and elected officials, and others to develop practical, non-metropolitan tools and policies, facilitate trainings and events, provide innovate public participation processes, and create and support programs to improve the built environment in a variety of communities. RCAA is cognizant of cultural and linguistic barriers and works to engage all residents and/or stakeholders in creative and meaningful ways. Long-standing partnerships with and regular engagement of local governments, regulatory agencies, Caltrans, Tribes, community organizations, user groups and the community have been a key component of RCAA's successes.

RCAA's recent experience in projects and/or programs related to the services requested for this project include:

- McKinleyville Multimodal Connections Project (MMCP). The County, RCAA, and a consultant team led by Mark Thomas (MT) collaborated with community members, schools, social service organizations, and project partners worked together to create a plan for multimodal improvement in McKinleyville area. 2021-2022,
- Great Redwood Trail Master Plan Development. Working as a subconsultant to Alta Planning, with a focus on Humboldt County Outreach. 2022-Present
- McKinleyville ATP led bicycle safety and encouragement activities at Morris Elementary and facilitated Humboldt's Safe Routes to School Task Force. 2022-2024
- Arcata Local Road Safety Plan Co-led a series of public meetings in Arcata to gather community input and priorities around road safety. Co-led community outreach, planning, data collection, and report preparation for the City of Arcata's Local Road Safety Plan. 2022-2023
- Eureka to College of the Redwoods Trail Planning Study 2023-present. Working with the county of Humboldt to do community outreach about a planning study to extend the Humboldt Bay Trail to College of the Redwoods.

### **References:**

#### **Planning Study to Extend the Humboldt Bay Trail to College of the Redwoods 2023-present**

Work performed: Community outreach public meeting facilitation, coordination of Advisory Committee and one-on-one landowner conversations. RCAA staff involved, Carol Vander Meer, Project Coordinator, Vanessa Griffin, NRS Specialist II.

Hank Seeman, Deputy-Director (Environmental Services)  
Humboldt County Department of Public Works  
1106 Second Street, Eureka, CA 95501  
(707) 445-7741 | [hseemann@co.humboldt.ca.us](mailto:hseemann@co.humboldt.ca.us)

#### **Peninsula Beautification Project, 2022-Present**

Work performed: Working in partnership with the Humboldt Bay Harbor District to carry out a Clean California grant to beautify the Samoa peninsula. Facilitate community meetings and clean ups, work with community partners to install murals and infrastructure improvements, signage and educational activities. RCAA Staff involved; Carol Vander Meer, Project Coordinator, Vanessa Griffin, NRS Specialist II, Alysia Bixler, NRS Specialist II.

Chris Mikkelsen, Executive Director  
Humboldt Bay Harbor District  
601 Startare Drive, Eureka, 95501  
(707) 443-0801 | [cmikkelsen@humboltdbay.org](mailto:cmikkelsen@humboltdbay.org)

#### **Great Redwood Trail Master Plan Team 2022-Present**

Work performed: Worked as part of the Great Redwood Trail Master Planning team doing community outreach in Humboldt County. Helped facilitate and coordinate community meetings, tabling events, stakeholder meetings, one-on-one conversations. RCAA Staff involved; Carol Vander Meer, Project Coordinator, Vanessa Griffin, NRS Specialist II, Alysia Bixler, NRS Specialist II.

Jeff Knowles, AICP, Principal & California Planning Leader | Alta Planning + Design, Inc.  
 100 Webster Street, Suite 300, Oakland, CA 94607  
 (510) 788-6878 | jeffreyknowles@altago.com

**b. Key Personnel**

Staff from RCAA along with a strong team of consultants will work together to deliver services.



### **Carol Vander Meer, Projects Coordinator RCAA, Project Lead**



Carol has a broad range of experience leading several projects at RCAA including community outreach for the Great Redwood Trail Master Plan, the Planning Study to Extend the Humboldt Bay Trail from Eureka to College of the Redwoods and facilitating the Peninsula Community Collaborative as part of CalTrans Clean California Peninsula Beautification Project. Before joining RCAA in 2022, Carol had over 25 years of experience working in natural resource conservation, environmental education, community outreach and nonprofit management. She served as the Executive Director of Friends of the Dunes from 1996-2015, where she helped develop the Bay to Dunes School Education Program and the Humboldt Coastal Nature Center. As a consultant, Carol taught Introduction to Grant Writing, facilitated strategic planning for several local nonprofits and played a lead role in developing the

Humboldt Bay Trail Fund. Carol has B.A. and M.S in Biology and is a graduate of the Cascadia Leadership Training program. As project manager, Carol will facilitate team meetings, track timelines and ensure quality control of deliverables.



### **Vanessa Griffin NRS Specialist II, Vanessa Griffin, RCAA NRS Specialist**

Vanessa joined RCAA's Active Living Team in 2023 because it supports projects and programs that encourage healthy relationships between diverse communities and the environment. She graduated with a B.A from Cal Poly SLO and an M.A in Literature from Cal Poly Humboldt. She manages the Bike Kitchen and works directly with Humboldt County community leaders, schools, and parents to amplify the positive physical and mental health benefits of maintaining a healthy lifestyle. She assists in community engagement and outreach programs around trails and connectivity from McKinleyville to Loleta. Vanessa will assist with coordinating workshops, and safe routes to school activities.

### **Alysia Bixler, RCAA, NRS Specialist:**



After spending a year working on the Restoration Field Crew at RCAA, she joined the NRS Active Living team in the Summer of 2022. She graduated from UC Santa Cruz with a B. A in Environmental Studies holds an M.S. in Conservation and Land Management from Bangor University in Wales and a Master of Forestry from the University of British Columbia. Alysia's work in the Active Living team at NRS focuses on generating community engagement to improve community health. She assists with developing and implementing various projects that involve diverse stakeholder groups, facilitated meeting processes, and web-based, collaborative stakeholder meetings. She supports program goals and objectives by leading public events/ workshops and maintaining program data, including

report preparation. Her areas of emphasis include community infrastructure planning and transportation safety. She led community outreach, planning, data collection, meeting facilitation, and report preparation for the City of Arcata's Local Road Safety Plan. Alysia facilitates quarterly meetings for the Humboldt County Safe Routes to School Task Force, where she helps identify road safety priorities and connects stakeholders with projects. She recently implemented an Active Transportation Program grant, teaching bicycle and pedestrian safety lessons to students at Morris Elementary in McKinleyville.

## Susannah Ferson, RCAA NRS Division Director



Susannah Ferson has 25 years of experience working in the field of natural resource management. Her experience includes watershed habitat restoration and research, active living program development, endangered species research and monitoring, and invasive plant species removal. As the Director of Natural Resource Services (NRS) at RCAA, Susannah manages multiple large-scale projects and provides oversight, training, and expertise to support NRS staff and their projects. For the Humboldt Multimodal and Vibrant Neighborhoods Planning Project, Susannah will provide technical support to ensure that project components are implemented efficiently, communication with funders and project partners is cooperative, deliverables are submitted accurately and on schedule.

### Sub Consultants:



### **GHD will be serving as a subconsultant leading activities 1 & 2.**

#### **Firm Description**

Established in 1928 and privately owned by our employees, GHD operates across five continents. We employ more than 11,000 people in 200+ offices to deliver projects with high standards of safety, quality, and ethics across the entire asset value chain. Driven by a client-service led culture, we connect the knowledge, skills, and experience of our people with innovative practices, technical capabilities, and robust systems to create lasting community benefits. With a workplace rich in diversity of thought, background, and experience, we have what it takes to deliver amazing outcomes for our clients.

GHD has over 400 employees throughout California that have supported local municipal clients in their environmental compliance, engineering, and design needs for decades. As an international engineering, environmental, construction, architecture, and information technology services firm with a strong local presence on the West Coast, GHD has the resources and depth of experience to support HCAOG on this project.

GHD has an excellent performance record with municipal and government agencies throughout California. Many of GHD's past and current projects include the following transportation services:

- Traffic Planning and Engineering
- Motorized and Non-Motorized Transportation
- Planning / Design
- Complete Streets / Streetscape Design
- Civil Engineering
- Landscape Architecture / Wayfinding
- Roundabout Planning / Design
- Construction Management
- Land/Construction Surveying
- Public Outreach & Interagency Coordination



With several offices in Northern California, including Eureka, several of GHD’s staff enjoy close ties to the County of Humboldt—some are residents with children attending school there, some are active parts of local business groups—and we regularly interface with Planning and Building Department staff on our projects. We have completed several local projects for local clients including Humboldt County Department of Public Works, City of Fortuna, City of Arcata, Caltrans District 1, City of Willits, City of Eureka, and Humboldt County Resource Conservation District.

GHD’s transportation planning team has extensive experience in developing robust context-sensitive pedestrian and bicycle LTS analyses that are tailored to the data and budgetary limitations of a variety of study jurisdictions. GHD’s integrated team includes a Digital practice that provides a network of staff to support our team in providing innovative location intelligence and digital solutions for data collection and spatial analysis methods. Additionally, GHD’s status as an Esri Silver Business Partner can be leveraged for accessing key tools and datasets to be used for the spatial analyses discussed in Activities 1 & 2, for example, points of interest like parks, schools, libraries, healthcare, and healthy foods.

### **GHD’s Multimodal & Vibrant Neighborhood Planning Experience in Arcata, CA Gateway Area Specific Plan and General Plan Update (2020 to Ongoing)**

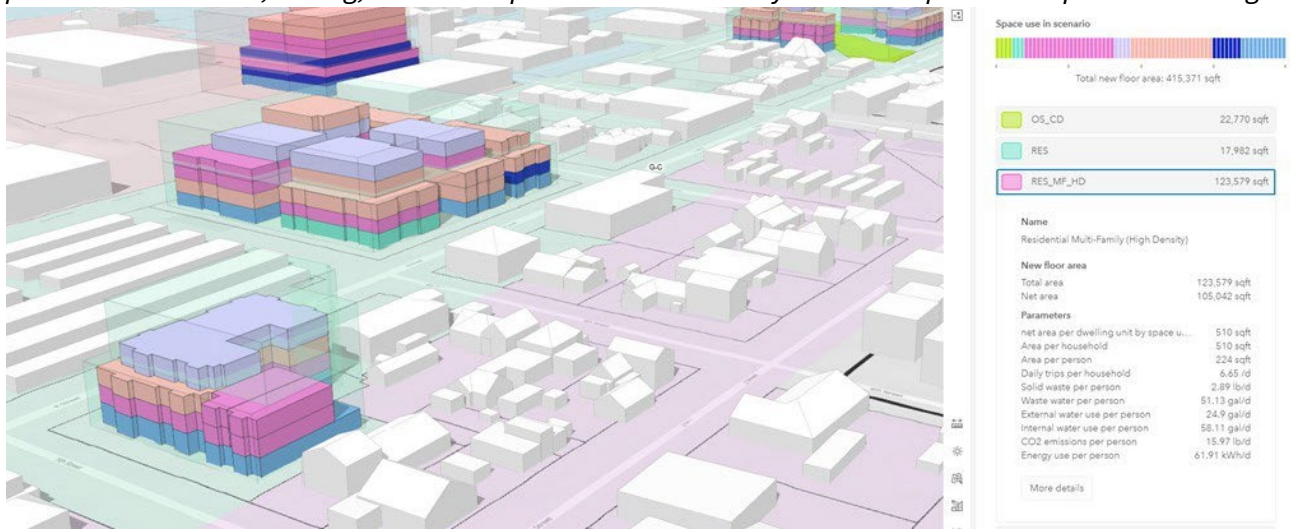
#### **ArcGIS Urban Modeling for Gateway Area**

The City of Arcata was facing substantial housing needs as they initiated their 20-year general plan update. The City elected to include a Specific Area Plan (SAP) to analyze redevelopment potential in an emerging and popular downtown area. Prioritizing infill opportunities, the City wanted to evaluate new land use regulations that could allow up to 8-story buildings in an area predominantly capped at 2-stories today. Of the many considerations were the aesthetics, or look and feel, of buildings of this height and how that might change the experience of the Gateway Area.

In response, GHD leveraged specialization in the implementation of ArcGIS Urban, to illustrate the potential resulting development based on the proposed zoning rules and form-based code, such as floor-area-ratio, coverage, maximum height, and setbacks. Several scenarios were configured to prompt public discussion. The ArcGIS Urban model served as testing ground for concepts around infill height, shade and visibility. Model metrics provided at-a-glance summaries of population, dwelling unit, and jobs and how the development could impact utilities, carbon emissions and traffic demands, which in turn supported environmental impact review.

## ArcGIS Urban Model in Gateway Area

GHD applied ArcGIS Urban, a three-dimensional modeling software to facilitate the urban planning process for land use, zoning, and development in the Gateway Area to help visualize potential change.



## Circulation and Mobility Element

GHD prepared both the Mobility Element of the Draft Gateway Area Plan and the Circulation and Mobility Element of the Draft General Plan Update. These long-range transportation plans support the overall goals of the City both broadly and within the Gateway Area. The mobility elements for these documents reflect an even greater emphasis on multimodal transportation than already present in the City's long-range plans, continuing Arcata's legacy of supporting active transportation.

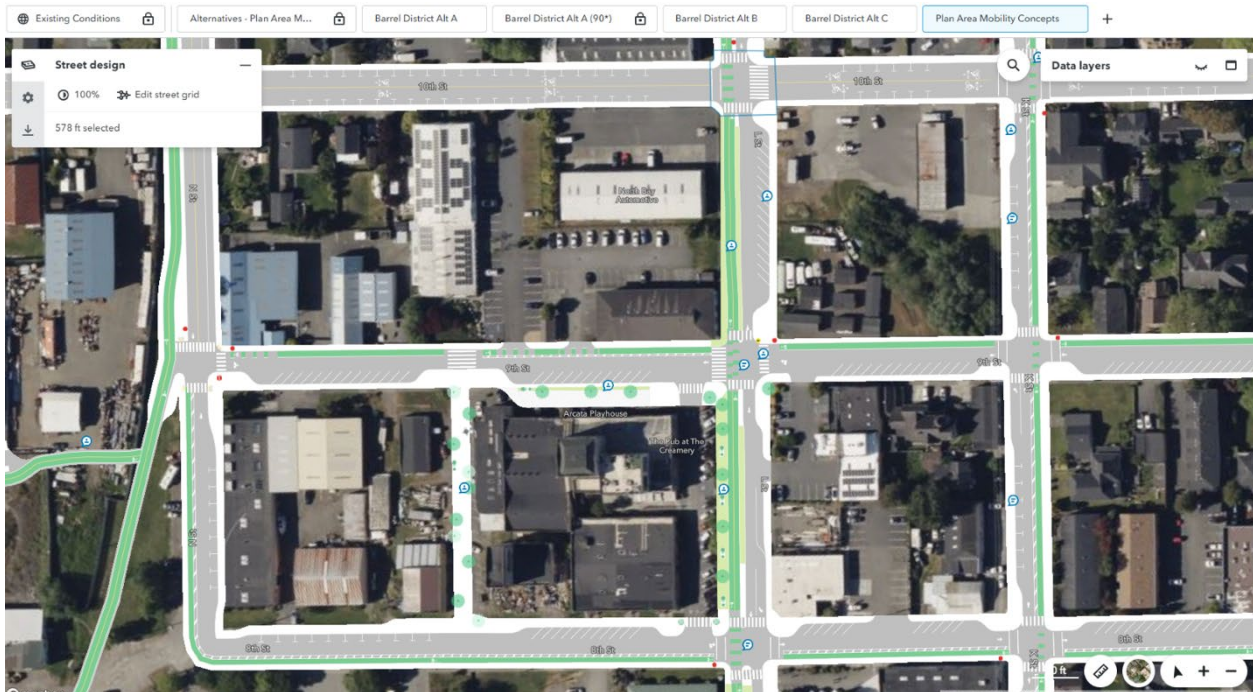
The Gateway Area Plan's Mobility Element depicts new street concepts that place a high priority on pedestrian and bicycle safety, featuring separated Class IV bikeways, trails, bike lanes and boulevard, enhanced crosswalks and widened sidewalks, and even Dutch-style "woonerfs" that force slow driving speeds in a mixed-mode environment.

The Coalition for Responsible Transportation Planning (CRTP) had this to say about the mobility element of the Gateway Area Plan: *"This plan, as it currently stands, is clearly the most bike and pedestrian friendly land use plan ever proposed in our region."*

The mobility element includes an Atlas of illustrations that depict the new street layouts in plan view. The illustrations were developed in the *Remix Streets* platform that allows live interactive stakeholder review and commenting. This allowed us to quickly visualize tradeoffs between concepts related to facility design, right-of-way, and network connectivity.

## Remix Concepts Illustrations of Gateway Area Plan

Screenshot of plan view illustration for Gateway Area concepts, including new trail connections, an extension of existing couplets, and potential multimodal benefits of considering new couplet alignments.



### **GHD's Place Mix in Action!**

GHD also developed a unique transportation impact methodology for the City, compliant with SB 743, that included performance standards and thresholds of significance. The Place Mix tool is a practical methodology for producing metrics for each of the goals of SB 743, including:

- Promoting the reduction of greenhouse gas emissions
- Promoting the development of multimodal transportation networks
- Promotive a diversity a land uses

The tool is based on GIS buffering analysis of land use and transportation network data. The Place Mix methodology was incorporated into the analysis of transportation impacts conducted for the General Plan EIR, and provides the City with a practical methodology for assessing future land development projects. The Draft EIR has been provided to the client and GHD is currently responding to comments for incorporation in the Final EIR.

### **References:**

#### **Arcata Gateway Area Plan and General Plan Update Reference**

David Loya , Community Development Director  
City of Arcata  
736 F Street , Arcata, CA 95521  
(707) 825-2045 | [dloya@cityofarcata.org](mailto:dloya@cityofarcata.org)

#### **Ukiah General Plan Reference**

Craig Schlatter, Community Development Director  
City of Ukiah  
300 Seminary Avenue, Ukiah, CA 95482  
(707) 463-6219 | [cschlatter@cityofukiah.com](mailto:cschlatter@cityofukiah.com)

## **Kendra Ramsey of the California Bicycle Coalition will be serving as a subconsultant for Activities 3 & 4**

### **Firm Description**



**CALIFORNIA BICYCLE COALITION** The California Bicycle Coalition (or CalBike) advocates for equitable, inclusive, and prosperous communities where bicycling helps to enable all Californians to lead healthy and joyful lives. Founded in 1994, we unite state-level advocates, grassroots organizations and local residents to develop and implement legislation that prioritizes needs of pedestrians, bicyclists, and public transportation users in order to create equitable, inclusive and prosperous communities. Underpinning our work is a commitment to mobility justice: CalBike is committed to advancing equity through infrastructure, expanding decision-making processes bringing underrepresented communities to the table, working to end the over-policing of Black and brown Californians, and more. We work to reframe and shift the dominant discourse on transportation planning and policies to relieve historical and current burdens on low-income communities of color and to provide affordable, reliable, and safe transportation options that improve neighborhoods and opportunities in marginalized communities. We collaborate with, learn from, and center marginalized peoples and intersectional allies on issues of mobility justice.

Kendra managed two master planning projects for Carrie while employed by GHD. The Bicycle, Pedestrian, and Trails Master Plan was completed between early 2020 and May 2021, and the Laguna Creek Inter-Regional Trail Master Plan was completed between December 2021 and February 2023. For both projects, Kendra served as the project manager, developing the overall project plan to accomplish work, serving as the technical reviewer for all content, and developing and overseeing all engagement and outreach strategies. In addition, she led or co-lead all public workshops for the projects. Both projects had a strong focus on increasing active transportation, implementing Safe Routes to Schools, and focusing on meeting the needs of historically disadvantaged residents.

### **References:**

Carrie Whitlock, Strategic Planning & Innovation project Manager  
City of Elk Grove Office of the City Manager  
8401 Laguna Palms Way, Elk Grove, CA 95758  
(916) 478-2238 | [cwhitlock@elkgrovecity.org](mailto:cwhitlock@elkgrovecity.org)

Marianne Hernandez  
California Department of Public Health (CDPH), Active Transportation Resource Center  
1616 Capitol Ave, Sacramento, CA 95814  
(279) 217-1117 | [Marianne.Hernandez@cdph.ca.gov](mailto:Marianne.Hernandez@cdph.ca.gov)

## **Strong Towns will be participating in Training Series outlined in Activity 4.**

### **Firm Description**



Strong Towns is a nationally recognized nonprofit organization dedicated to promoting resilient, equitable, and sustainable communities across the world. With a focus on smart growth principles and community development, Strong Towns provides valuable expertise and resources to help municipalities navigate the complex challenges of urban planning and infrastructure investment.

Our organization offers a comprehensive array of programs and initiatives aimed at empowering local leaders, planners, and citizens to create vibrant, financially stable communities. Through educational workshops, training sessions, and online resources, Strong Towns equips stakeholders with the tools and knowledge needed to address critical issues such as land use, transportation, and economic development.

At the heart of Strong Towns' approach is a commitment to fostering grassroots engagement and collaboration. We believe that sustainable community development requires input from all stakeholders and strive to facilitate inclusive, participatory processes that amplify diverse voices and perspectives.

With a proven track record of success in communities large and small, urban and rural, Strong Towns is uniquely positioned to support initiatives aimed at advancing sustainable development goals. Our expertise in promoting walkable neighborhoods, reducing car dependency, and enhancing quality of life aligns closely with priorities related to transportation, environmental sustainability, and social equity.

By partnering with Strong Towns, partners gain access to a trusted ally and resource partner committed to helping communities thrive in an ever-changing world. Together, we can build stronger, more resilient communities for generations to come.

Charles Marohn, known as “Chuck” to friends and colleagues, is the founder and president of Strong Towns. He is a (now retired) professional engineer and a land use planner with decades of experience. He holds a bachelor’s degree in civil engineering and a Master of Urban and Regional Planning, both from the University of Minnesota. Marohn is the author of *Strong Towns: A Bottom-Up Revolution to Rebuild American Prosperity* (Wiley, 2019), and of *Confessions of a Recovering Engineer: Transportation for a Strong Town* (Wiley, 2021). He hosts the Strong Towns Podcast and is a primary writer for Strong Towns’ web content. He has presented Strong Towns concepts in hundreds of cities and towns across North America. Planetizen named him one of the 10 Most Influential Urbanists of all time.

Marohn is the author of *Strong Towns: A Bottom-Up Revolution to Rebuild American Prosperity* (Wiley, 2019) and *Confessions of a Recovering Engineer: Transportation for a Strong Town* (Wiley 2021). He hosts the *Strong Towns Podcast* and is a primary writer for Strong Towns’ web content. He has presented Strong Towns concepts in hundreds of cities and towns across North America.

## References:

Matthew Peacock  
231 W Main St, Norman, OK 73069  
(405) 366-5396 | matthew.peacock@normanok.gov

**Testimonial:** *Norman Oklahoma is forever changed by the impact of the work Strong Towns did in our community. From our updated parking ordinances to our vastly improved planning outlook, we simply could not have moved our community forward without the support and training of Strong Towns. Any community who is able to work with Strong Towns should JUMP at the opportunity.*

Shawn Champagne  
580 First Street SE, Medicine Hat, AB, T1A 8E6  
(403) 529-8222 | [shacha@medicinehat.ca](mailto:shacha@medicinehat.ca)

**Testimonial:** *Medicine Hat, Alberta, knew they needed to make some serious changes if they wanted to survive—let alone thrive—in the decades to come. So they brought in Strong Towns to shake things up and help them reimagine a more resilient future, built from the bottom up. That transformation is rooted in a four-step process to public investment. Shawn Champagne, Senior Planner for the City of Medicine Hat, posits that the Strong Towns simple yet revolutionary approach has led the city to retool public restrooms, adopt new wayfinding signage downtown, develop a small-scale community park program, and more.*

## Firm Description



Speck Dempsey is an international design firm serving municipalities, non-profits, and private developers. Recent projects include downtown master plans, walkability studies, transit-oriented developments, urban and suburban infill plans, and designs for new towns, villages, streets, blocks, and buildings. This work has helped to broadly disseminate urban design best practices, while also moving the needle in terms of what sort of progressive projects can win municipal approval and get built. Speck Dempsey was founded in 2024 as the successor to legacy firm Speck & Associates, which was founded in 2007 and served hundreds of communities, institutions, and private firms around the world.

## References:

Matt Jones, Assistant City Manager  
City of Mansfield, TX  
1200 E. Broad St., Mansfield, TX 76063  
(817)276-4200 | [matt.jones@mansfieldtexas.gov](mailto:matt.jones@mansfieldtexas.gov)  
Public lecture and downtown street conceptual redesign  
Approximate Dates: 2023-2024

Micaela Porta  
New Canaan, CT  
151 Main St, New Canaan, CT 06840  
(203) 594-5000 | [mporta@newcanaanlibrary.org](mailto:mporta@newcanaanlibrary.org)  
Nature of Work: Public lecture as part of library lecture series  
Approximate Dates: 2024

**Micaela Porta Testimonial:** *We are over the moon from your visit here. Leo Karl said he can't remember hearing a more valuable talk than yours in this town—and he's lived here his entire life. You've got everyone talking and saying, "What if?", which was exactly what we hoped for. There were people in the room who we initially thought would never come, and I watched in amazement as they nodded in agreement at different points of your presentation. You educated, entertained, and electrified our audience, and now it's on us to translate it into action! Thank you for the detailed attention you paid to our town and its challenges and opportunities. It was truly a pleasure meeting and working with you!*

## 4. Approach

RCAA, together with our team of subconsultants, will approach each activity individually, while also ensuring that it relates to the overall goal of creating more vibrant neighborhoods.

### Activity 1. Level-of-traffic-stress (LTS)

GHD will take the lead with Activity1, refining methodology for level-of traffic stress for pedestrian and bicyclists. Their approach will be to refine their internally developed Place Mix tool, specifically developed to accomplish the goals outlined in Activities 1 and 2 of the MVNP Scope of Work, in a way that necessitates neither expensive software nor extensive training. The tool leverages publicly available data, established research into what built-environment factors that contribute to increased walking and bicycling, and provides key insights into land use and transportation network changes that will result in multimodal and vibrant neighborhoods.

Traditional travel demand models have blind spots when it comes to measuring the effects of “Smart Growth” and built environment on travel behavior that lead to Vehicle Miles Traveled (VMT) reductions. While Place Mix was not developed to replace traditional travel demand models, it is sensitive to “Smart Growth” factors in more rural areas that can contribute to increased walking and biking.

Place Mix recognizes that land use, particularly the diversity and density of housing and jobs, is as important, if not more important, as multimodal networks when it comes to reducing VMT.

Walkable and bikeable places don’t just have great multimodal facilities. They have origins and destinations in close proximity to one another. In other words, you can comfortably walk or bike to places you want and need to go to. Place Mix leverages readily available data to establish a regional baseline and then, on a city, community, neighborhood, or street block basis assess the potential to minimize vehicle trips with changes to land use patterns and the built environment.

### How Does it Work?

- We define the basic unit of analysis as a comfortable half-mile walkable radius. How many jobs and services can people walk to? With the commute trip commonly being the longest daily household trip, we often focus primarily on the commute trip as a target for VMT reduction.
- Based on the number of homes, jobs and services that are walkable we can estimate a place’s potential to minimize car trips: is the existing or proposed land use plan conducive to walking?
- Beyond walking we also look at bicycle connectivity, extending the number of accessible jobs and services based on access through the low stress bicycling network.
- Outputs of the Place Mix tool include indices that measure land use balance, which identifies community walkability and bikeability, as well as sustainable development opportunities.

### Applying Place Mix to the Multimodal and Vibrant Neighborhoods Planning project

- Start with the base Place Mix model developed for the *Arcata General Plan Update* and *Gateway Area Plan*. The model is also being used in Fortuna as part of the *Mill District Specific Plan* effort.
- Work with HCAOG and CRTP to incorporate the LTS methodology into Place Mix. This was done on a countywide basis in Mendocino County to support the *Ukiah General Plan Update*.
- Work with HCAOG and CRTP to add the desired community origins and destinations, equity indicators and demographic information to broaden analysis purpose and findings.
- Place Mix, being GIS based, can ingest any available spatial information that supports the project goals. For example, we can estimate candidate locations for transit hubs based on an area’s walkable origins and destinations, or measure neighborhood access to parks and schools via the low-stress network to identify gaps in community amenities.

## **Activity 2. Planning for Sustainable Communities**

GHD will take their results of the Level of Traffic Stress analysis, using their Place Mix tool (outlined above) to assist jurisdictions to identify areas where investment and infill will support growth where residents can get around without relying on driving their private cars for most trips. RCAA, as a local, community organization, will help facilitate meetings with local jurisdictions.

## **Activity 3. Safe Routes to School**

RCAA will take the lead on this task with support from Kendra Ramsey. A Safe Routes to School Pilot is a great opportunity to kick-start school community engagement and elicit excitement for walking and bicycling to school. Working with support of nationally known Safe Routes to School expert Kendra Ramsey, RCAA Staff and the City of Arcata, the emphasis of the Pilot will be on capacity building and empowerment for the school community: parents/caregivers, teachers, school administrators, and neighbors. Safe Routes to School Programs are most successful when sustained by active school communities, so fostering ownership of the program and building skills amongst community leaders is critical to turning the pilot into a successful long-term SRTS program.

Accordingly, work for this task will begin with information gathering: what has the school community done in the past related to SRTS, and what are current transportation trends. This could include conversations with school community members during a walk audit at drop-off or pick-up time to observe and hear feedback from impacted stakeholders. Utilizing nationally-recognized tools such as the Student Travel Tally (conducted in the classroom) and Parent Surveys (sent home via paper copy or email) is an opportunity to assess the baseline of current trips by mode, parent/caregiver comfort with their children walking and bicycling, and potential opportunities or barriers to success. Combining these feedback methods with the on-the-ground findings of the walk audit, the team will be able to build a picture of the current environment for walking and bicycling to school and identify strategies to be tested in the pilot program.

Once information gathering is complete, pilot program development and implementation will begin. The location of Fuente Nueva Charter School on the outskirts of Arcata poses a challenge to walking and bicycling as it is somewhat disconnected from most residential areas. Accordingly, strategies such as a park and walk, where students are dropped off at a central location and then walk together with an adult volunteer to the school, may be appropriate. Working with the school administration and community will be helpful to understand what types of transportation are feasible for the students and their families, and how a SRTS program can best support them to increase ability to walk and bike.

As part of the pilot, a SRTS Workshop could be held for the school community, bringing together parents/caregivers, teachers/school staff/administration, and City employees for education and engagement around school transportation. Kendra Ramsey is certified as a Safe Routes to School National Course Instructor, a nationally-recognized course adaptable to local context which provides an opportunity to discuss program options for SRTS programs that may work for a specific campus, train attendees on planning and implementing SRTS activities both inside and outside of the school setting, and building community excitement for walking and bicycling. The Workshop would be an opportunity to provide training, build relationships with residents and school community members, and lay the groundwork for a long-term SRTS program to be in place when the pilot ends.

Building from the findings of the walk audit, the team will develop recommendations for a high-impact demonstration project where temporary infrastructure would be constructed along the route to school (or



on the school campus). The demonstration project would allow the school community to experience an infrastructure upgrade and give feedback on whether it would help their family walk or bicycle to school. Demonstrations are often held as part of an event, such as Bike or Walk to School Day, and often require participation from City departments for approvals/permits. The school community could be surveyed electronically after the demonstration to collect feedback; on-site feedback would also be collected by staff present during the demonstration.

#### **Activity 4. Training Series**

RCAA will coordinate a training series on smart growth and mobility featuring Jeff Speck, of Speck Dempsey, focusing on walkability, Kendra Ramsey on bikability and safe routes to school, and Chuck Marohn of Strong Towns focusing on smart growth. The goal of the training series will be help participants understand the principles of smart growth and smart mobility and how these principles can be applied to the local community to reduce dependence on cars.

#### **Jeff Speck of Speck Dempsey**

Speck Dempsey's participation in the project will include a visit to Humboldt County from our partner Jeff Speck, author of *Walkable City* and *Walkable City Rules*. *Walkable City* is the best-selling urban planning book of the 21<sup>st</sup> century, and has helped civic leaders around the world understand the importance of making their communities more walkable. *Walkable City Rules* is a playbook with 101 guidelines and best-practices for making communities more walkable.

Jeff has delivered "Walkable City" lectures in hundreds of communities around the country. His talks are based on the principles laid out in *Walkable City* and *Walkable City Rules*, but are tailored to the needs and context of each individual community. They often serve as the catalyst that a city, town, or region needs to make change.

The Speck Dempsey project team will use *Walkable City Rules* as the basis for a training course on walkability and tactical urbanism. These tools are not exclusive to urban communities – even small towns can make significant change without much budget by rethinking the use of their streets.

#### **Chuck Marohn of Strong Towns**

Charles Marohn, known as "Chuck" to friends and colleagues, is the founder and president of Strong Towns. He is a (now retired) professional engineer and a land use planner with decades of experience. He has presented Strong Towns concepts in hundreds of cities and towns across North America. Planetizen named him one of the 10 Most Influential Urbanists of all time. Strong Towns' approach to community development focuses on smart growth principles, walkability, and equitable outcomes in land use and transportation planning. This dovetails seamlessly with the project's aims of creating vibrant and accessible neighborhoods.

Strong Town's extensive experience in promoting smart growth principles and facilitating community engagement makes Strong Towns an ideal partner for the training and participating as panelists in town hall meetings and leading discussions on smart growth. They bring a wealth of knowledge in conducting professional training sessions, charrettes, and facilitating meaningful dialogue among stakeholders.

Equity is at the core of their work. They specialize in ensuring that transportation planning initiatives prioritize equity outcomes, especially in marginalized communities. Their approach emphasizes inclusive public engagement processes that amplify the voices of all residents, particularly those historically underrepresented in planning decisions.

Resilience is a central tenet of Strong Towns' philosophy. They advocate for development patterns that enhance community resilience in the face of economic, social, and environmental challenges. By integrating sustainable transportation solutions and promoting compact, mixed-use development, communities can thrive in an uncertain future.

### **Kendra Ramsey of CalBike**

Kendra Ramsey participate in a panel discussion, focusing on bikeability and smart mobility. In addition, she will offer a SRTS Workshop for the school community, bringing together parents/caregivers, teachers/school staff/administration, and City employees for education and engagement around school transportation. Kendra Ramsey is certified as a Safe Routes to School National Course Instructor, a nationally-recognized course adaptable to local context which provides an opportunity to discuss program options for SRTS programs that may work for a specific campus, train attendees on planning and implementing SRTS activities both inside and outside of the school setting, and building community excitement for walking and bicycling. The Workshop would be an opportunity to provide training, build relationships with residents and school community members, and lay the groundwork for a long-term SRTS program to be in place beyond the life of this project.

## **5. Work Plan and Schedule**

### **Task 1. (Activity 1): Level-of-traffic-stress (LTS) for Pedestrians & Bicyclists**

#### **Task 1.1: LTS Methodology**

Through close collaboration between GHD's transportation planning and digital teams, GHD will support HCAOG and the Coalition for Responsible Transportation Priorities (CRTP) in refining a LTS methodology and completing a comprehensive LTS assessment of the pedestrian and bicycle network across the Humboldt Bay Area (Wigi). Subsequently, the spatial analysis outputs from the LTS assessment will be utilized to support the proposed deployment of GHD's Place Mix tool, a novel methodology for estimating opportunity areas for development opportunity, walkability, and bikeability based on land use mix and density and proximity to destinations, which is discussed in greater detail in the approach to Activity 2.

GHD will share lessons learned from recent applications of Countywide LTS analysis with limited data, including our application of LTS throughout Mendocino County to support the Place Mix model in Ukiah, as well as our understanding of best practices for both pedestrian and bicycle LTS analyses. GHD will set up a shared workspace where the data and symbology can be reviewed among team members to achieve the desired results.

#### **Task 1.1.1 Data Inventory**

GHD understands that the Wigi is a large area with many streets that are in some cases rural, and available data required for a comprehensive LTS assessment may be more limited in these areas. GHD will conduct an inventory of available data prepared by HCAOG and CRTP, identifying data assets and potential solutions for critical data gaps. GHD will outline options for proceeding with the data readily available on a countywide basis (where data availability may be more limited), while keeping a focus on the data necessary to provide a more refined pedestrian and bicycle LTS in population centers and neighborhoods of concern.

Solutions for addressing data gaps may include developing street classification-based assumptions and/or purchasing Esri Street Map Premium to estimate missing data points. A combination of these

solutions would eliminate much of the manual effort necessary to develop the network dataset required to complete the LTS analysis. Additional data collection methods to develop the LTS network dataset will be considered as needs are identified.

### **Task 1.1.2 Review, Refine and Finalize LTS Methodology**

GHD will review draft LTS methodology and criteria prepared by CRTP and HCAOG, providing comments on the methodology. Working closely with HCOAG staff, CRTP staff and other relevant stakeholders, GHD will assist in refining and finalizing the LTS methodology. GHD will reference best practices manuals and cite recent experience in implementing LTS methodologies in this review.

### **Task 1.2 : Conduct LTS Assessment**

CRTP will lead and oversee conducting the pedestrian and bicycle LTS analysis and will perform a majority of data collection. Consultant will coordinate scheduling and procedures with project team to make CRTP's data collection and consultant's spatial analysis run smoothly.

GHD staff in our Eureka, California, as well as other offices have extensive experience supporting data collection processes using a variety of digital tools that simplify the data collection and analysis. Assisting CRTP as the lead in conducting the LTS analysis and performing data collection, GHD will coordinate procedures with the project team to ensure a seamless data collection and spatial analysis process. To streamline the data collection and digitization process, GHD will develop web maps that can be used by CRTP and GHD via a mobile or desktop application. The web maps may include features such as real time, on-demand data editing and adding geolocated image attachments to simplify data collection for the needs of the project.

### **Task 1.3 : Conduct Spatial Analysis**

Provide spatial analysis of LTS data plus community characteristics including land uses, housing, equity indicators, essential origins/destinations. Convey findings through visual and text information.

GHD's standard practice for multimodal transportation planning projects is to complete an LTS analysis that is tailored to project needs and constraints, leveraging GHD's extensive experience with successful, context-sensitive deployments of the methodology. GHD will complete a spatial analysis of LTS data, as well as community characteristics including land uses, housing, equity indicators, and essential origins/destinations. The results of this analysis will be expressed in terms of percent connectivity, through visual and text information. Furthermore, the LTS results will be integrated into the Place Mix tool for use in Activity 2, where land use information, demographic information, and points of interests are used to measure neighborhood connectivity to origins and destinations via low-stress networks. The results will be presented in map form, using uniform hexagonal grids as the base unit of analysis, and color-coded maps to facilitate quick identification of areas well-suited for active transportation mode shift. The maps will also help inform the land use or transportation interventions that could elevate the walkability or bikeability of neighborhoods. Lastly, the demographic indicators will be overlaid to help prioritize investments to serve members of the community that could most benefit from safer connections to perform essential trips.

### **Task 1.4 : Develop LTS Methodology Guide**

GHD will review administrative draft of Guide; make recommendations to improve and refine. We will provide text and/or other materials for GIS/spatial analysis and other applicable methodology to document

the Place Mix methodology and create an easy-to-follow roadmap that ensures our work is repeatable and expandable. GHD will respond to applicable comments on review draft.

### **Deliverables**

Recommendations on LTS methodology.

- Database template; database repository; shape files database.
- Visual displays/maps and narrative/memo conveying LTS findings and relevant community characteristics (administrative drafts, public review drafts, final). Electronic visual and audio materials in ADA-accessible formats, as applicable. Present findings at public committee meetings (minimum four).
- Write-up of applicable consultant methodology for LTS Methodology Guide (administrative, review, revised, and final drafts).

## **Task 2. (Activity 2): Planning for Sustainable Communities: Integrated Housing, Land Use, & Transportation**

### **Task 2.1 Develop Public Engagement Approach**

For each subject jurisdiction, GHD will work with RCAA to actively assist and facilitate community dialogue around planning walkable, bikeable, active-travel neighborhoods, augmented by the findings of the LTS analysis and results of the Place Mix tool.

### **Task 2.2 Identify high-potential areas for increasing walkability, bikeability, and housing or jobs**

With a strong background in effective community engagement, proven experience in designing and conducting LTS analyses and our unique Place Mix tool, the GHD team is the ideal team to deliver meaningful insights on sustainable community planning within the Wigi area. Supporting RCAA, CRTP, and HCAOG in community outreach, GHD will explain the results of the Place Mix analysis and deliver our findings related to high-potential areas for land use or transportation investments that reduce the need for vehicle trips. Community input will be key in ensuring the data-based methodology relates to community values and priorities for mobility, placemaking and sustainable transportation planning.

### **Task 2.3 Conduct Community Outreach**

GHD will support RCAA, HCAOG, and CRTP in assist jurisdictions with planning, preparing, facilitating, and hosting community meetings for the actions identified within Task 2.

### **Deliverables**

- Review draft public engagement approach (write-up for applicable jurisdictions).
- Assistance with community outreach and engagement for this activity.

## **Activity 3. Safe Routes to School**

**Task 1.** Information gathering: Find out what has the school community done in the past related to SRTS, and what are current transportation trends.

**1.1** Walk Audit at drop-off or pick-up time to observe as well as hear feedback from impacted stakeholders. Utilizing nationally-recognized tools such as the Student Travel Tally (conducted in the classroom) and Parent Surveys (sent home via paper copy)

**1.2** Combining feedback methods with the on-the-ground findings of the walk audit, to build a picture of the current environment for walking and bicycling to school, and identify strategies to be tested in the pilot program.

**Task 2.** Implementation. Based on information gathered during the information gathering stage, strategies will be developed to support students and their families to increase their ability to walk and bike. Working with the school administration and community will be helpful to understand what types of transportation are feasible for the students and their families, and how a SRTS program can best support them to increase ability to walk and bike.

**Task 3.** SRTS Workshop could be held for the school community, bringing together parents/caregivers, teachers/school staff/administration, and City employees for education and engagement around school transportation. Kendra Ramsey is certified as a Safe Routes to School National Course Instructor, a nationally-recognized course adaptable to local context which provides an opportunity to discuss program options for SRTS programs that may work for a specific campus, train attendees on planning and implementing SRTS activities both inside and outside of the school setting, and building community excitement for walking and bicycling. The Workshop would be an opportunity to provide training, build relationships with residents and school community members, and lay the groundwork for a long-term SRTS program to be in place when the pilot ends.

**Task 4.** Demonstration Project. Building from the findings of the walk audit, the team will develop recommendations for a high-impact demonstration project where temporary infrastructure would be constructed along the route to school (or on the school campus). The school community could be surveyed electronically after the demonstration to collect feedback; on-site feedback would also be collected by staff present during the demonstration.

## **Deliverables**

- Community meetings, minutes, sign-in sheets.
- Outreach strategies and implementation during self-assessment.
- Record of comments.
- Flyers, website announcements, slide presentations, bilingual services, community surveys, receipts for light snacks (with Caltrans pre-approval). Electronic visual and audio materials in ADA-accessible formats as applicable.

## **Activity 4. Training Series**

### **Tasks:**

1. Secure contracts with speakers, confirm dates, workshop logistics- Summer 2024
2. Schedule meeting with training series professionals and team, review the purpose of the project, dates and timeline. How the training series fits in with the project- Fall 2024
3. Develop ADA accessible support materials for workshops that includes syllabus, handouts, links, slides and a checklist that helps ensure the course can be replicated later. Winter 2024

4. Publicize workshops- early spring 2024
5. Hold workshop series with presentations and hands-on activities- Spring 2025

## **Deliverables**

- Training course and course “almanac”
- Outreach, engagement and publicity
- Publicity materials- posters, announcements
- Follow up activity with local jurisdictions as budget allows.

## **6. Cost Proposal**

(see attached)

## **7. Required Attachments**

- a. Attachment D. List of subconsultants
- b. Resumes for key personnel

Copy of affirmative action policy, and discussion of use of DBE’s

### **A) Equal Opportunity Employer**

RCAA maintains a Policy of Non-Discrimination and Applicability:

RCAA is an Equal Opportunity Employer. IT is the policy of RCAA to ensure all persona have equal rights and opportunities with respect to employment in this agency and participation in, or receipt of, assistance from any program administered by RCAA. RCAA shall not discriminate on the basis of protected status.

“Protected status” includes race, color, religion, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, sexual orientation, ancestry, national origin, military and veteran status, age (40 or older), disability, medical condition, married status, genetic information, or any other category or classification that is protected by law. Harassment of employees or clients on the basis of a protected status is forbidden.

HCAOG Multimodal & Vibrant Neighborhoods Planning Project COST PROPOSAL	RCAA				GHD			CalBIke	Direc Speaker Expenses			TOTALS
	Staff Name	Staff Name	Staff Name	Staff Name	Todd Tregenza	Paige Peel	Kamryn Kubose	Kendra Ramsey	Jeff Speck	Chuck Marohn	Kendra Ramsey	
	Projects Coordinator	NRS Specialist II	NRS Specialist 1	Division Director	Project Manager	Transportation Planner	Planner	Title	Speaker / Presenter	Speaker / Presenter	Speaker / Presenter	
<b>Consultants Key Staff Positions/Titles:</b>												
<b>Hourly Rate:</b>	\$ 81.00	\$ 71.00	\$ 66.00	\$ 96.00	\$ 269.00	\$ 137.00	\$ 127.11	\$ 108.03				
<b>Activity 1: Level-of-Traffic-Stress (LTS) for Pedestrians &amp; Bicyclists</b>												
1.1: LTS Methodology					4	8	16					
1.2: LTS Assessment					8	16	24					
1.3: Spatial Analysis					4	24	80					
1.4: LTS Methodology Guide	10				4	16	40					
1.5 Project Management	10			20								
<b>TOTAL HOURS PER TASK</b>	20	0	0	20	20	64	160	0	0	0	0	284
<b>TOTAL COST PER TASK</b>	\$ 1,620.00	\$ -	\$ -	\$ 1,920.00	\$ 5,380.00	\$ 8,768.00	\$ 20,337.60	\$ -	\$ -	\$ -	\$ -	\$ 38,025.60
<b>Activity 2: Planning for Sustainable Communities: Integrated Housing, LandUse, &amp; Transportation</b>												
2.1: With Each Subject Jurisdiction, Develop Public Engagement Approach for Areas of Study	15	25	10	3								
2.2: Identify High-Potential Areas for Walkability, Bikeability, and Housing or Jobs	3					4	16					
2.3 Project Management	7			2								
<b>TOTAL HOURS PER TASK</b>	25	25	10	5	0	4	16	0	0	0	0	85
<b>TOTAL COST PER TASK</b>	\$ 2,025.00	\$ 1,775.00	\$ 660.00	\$ 480.00	\$ -	\$ 548.00	\$ 2,033.76	\$ -	\$ -	\$ -	\$ -	\$ 7,521.76
<b>Activity 3: Safe-Routes-to-School Self-Assessment Pilot &amp; Pop-up</b>												
3.1: Setting Project Goals and Commitments with Project Partners/Stakeholders	50	75	25					80				
3.2: Community Engagement	40	70	25									
3.3 Project Management	25			20								
<b>TOTAL HOURS PER TASK</b>	115	145	50	4	0	0	0	80	0	0	0	394
<b>TOTAL COST PER TASK</b>	\$ 9,315.00	\$ 10,295.00	\$ 3,300.00	\$ 384.00	\$ -	\$ -	\$ -	\$ 8,642.40	\$ -	\$ -	\$ 2,028.00	\$ 33,964.40
<b>Activity 4: Training Series on Building High-Performing Streets &amp; Vibrant Communities</b>												
4.1: Plan, Promote, and Conduct Workshop Training Series	25	30	15		8	8		38				
4.2: Develop "Course Almanac"	45	50	9									
4.3: Jurisdictions' Individual Follow-Up Workshop/Meeting(s) in Own Community	20	30										
4.4 Project Management	25			20								
<b>TOTAL HOURS PER TASK</b>	115	110	24	20	8	8	0	38	0	0	0	323
<b>TOTAL COST PER TASK</b>	\$ 9,315.00	\$ 7,810.00	\$ 1,584.00	\$ 1,920.00	\$ 2,152.00	\$ 1,096.00	\$ -	\$ 4,105.14	\$ 29,000.00	\$ 15,000.00	\$ -	\$ 71,982.14
<b>GRAND TOTAL HOURS:</b>	275	280	84	49	28	76	176	118	0	0	0	1086
<b>GRAND TOTAL LABOR and Direct Expenses</b>	\$22,275	\$19,880	\$5,544	\$4,704	\$7,532	\$10,412	\$22,371	\$12,748	\$29,000.00	\$15,000.00	\$2,028.00	\$151,494

**RFP ATTACHMENT D**  
**SUBCONSULTANT LIST**

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.

**Proposed Subconsultants**

<b>Subconsultant Firm Name and Address</b>	<b>Scope of Work</b>	<b>Dollar Amount of Work</b>
<b>GHD</b> 2200 21 <sup>st</sup> Street, Sacramento, CA 95818 Mailing Address   PO Box 1407, Roseville, CA 95678 <b>D</b> 916 245 4216 <b>M</b> 916 534 0793 <b>E</b> <a href="mailto:todd.tregenza@ghd.com">todd.tregenza@ghd.com</a>	<ul style="list-style-type: none"> <li>• Technical support and geospatial services associated with Activities 1 and 2</li> <li>• Input on and incorporation of LTS methodology and demographic and land use data into Countywide geospatial tool</li> <li>• Input on and refinement of Countywide geospatial analysis tool (LTS, Spatial Analysis) methodology guide</li> <li>• Identification of high-potential areas for increasing walkability, bikeability, housing and jobs.</li> <li>• Development of accompanying graphics and visualizations for Activities 1, 2, 3 and 4 use.</li> </ul>	\$40,315
<b>Speck Dempsey</b> 257 Walnut Street #1 Brookline MA 02445	<ul style="list-style-type: none"> <li>• Visit and public lecture by Walkable City author Jeff Speck. Assist with development of training materials based off of Walkable City Rules, walk audit.</li> </ul>	\$29,000
<b>California Bicycle Coalition</b> 1017 L Street #288, Sacramento, CA 95814	<ul style="list-style-type: none"> <li>• Support for SRTS Pilot and Training Series</li> </ul>	\$14,776
<b>Strong Towns</b> 1001 Kingwood Street, Studio 116	<ul style="list-style-type: none"> <li>• Workshop and public lecture by Chuck Marohn</li> </ul>	\$15,000
Name		\$
Address		\$
Name		\$
Address		\$



Redwood Community Action Agency

Name of Lead Firm

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Susannah Ferson, Director of Natural Resources  
Printed Name and Title of Signatory

*Susannah Ferson*

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Signature

4/5/24  
Date



**Carol Vander Meer**  
Projects Coordinator,  
Redwood Community Action Agency  
[cvandermeer@rcaa.org](mailto:cvandermeer@rcaa.org) (707)834-4113



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## Job title and description

- ❖ *Projects Coordinator - Natural Resources Division (NRS) of Redwood Community Action Agency: Oct. 2022 - present*  
Ms. Vander Meer brings extensive leadership experience in nonprofit management, community outreach, fund development, grant writing, natural resource planning and interpretation to RCAA. Her areas of expertise include meeting facilitation and strategic planning, development of natural resource education and interpretive signage, community-based volunteer program and project management. Her work at RCAA is focused on community beautification, community engagement and trail development.

## Relevant Experience

- ❖ *Interim Director/ Special Projects Manager, Trinidad Coastal Land Trust 2016-2022*  
Initiated an education and outreach program, facilitated the 2018-2021 strategic planning process, developed and implemented a fundraising plan that included development of a donor database, special events, direct mail, grant writing and a business partner program, and managed planning and construction for public access improvements on Scenic Drive in Trinidad.
- ❖ *Nonprofit Consultant, 2015-2020*  
Owner of a nonprofit consulting business specializing in project management, outreach and communications, board development, grant writing and strategic planning. Past clients include County of Humboldt, Northern Region Council of Land Trusts, Humboldt Area Foundation
- ❖ *Executive Director, Friends of the Dunes 2005-2015*  
Oversaw the administration of programs, facility management, fund development and strategic planning for Friends of the Dunes, a nonprofit dedicated to conserving the natural diversity of coastal environments through community-supported education and stewardship programs.
- ❖ *Community Service- Friends of the Dunes Board Member, 2019 to present, Rotary Club of Arcata, 2006-present, Food for People Board of Directors, 2012 to 2022, Manila Community Services District, Board Member, 2015 to 2019.*

## Education and Professional Training

- ❖ Master of Arts, Biology University of Nebraska-Omaha, Omaha, Nebraska
- ❖ Bachelor of Science, Biology, Iowa State University, Ames, Iowa
- ❖ Leadership in Organizational and Community Change, Arcata California 2017
- ❖ Cascadia Center for Leadership Training Program, Arcata, California 2011 Graduate

## Selection of Representative Projects

- ❖ ***Peninsula Beautification Project 2022-present***

Project Lead. The Peninsula Beautification Project is funded through the Clean California Local Grants Program, a Caltrans initiative to beautify and reduce litter. Activities include coordination of the Peninsula Community Collaborative, community clean up days, enhancement of local pedestrian and bicycle safety, beautification of public spaces, and litter abatement.

❖ ***Planning Study to Extend the Humboldt Bay Trail South to College of the Redwoods 2023-present***

Redwood Community Action Agency (RCAA) is leading the community outreach portion of this planning study for extending the Humboldt Bay Trail to improve safety and multi-modal connectivity between Eureka and College of the Redwoods. A key component of the study is community involvement. Community workshops, one-on-one meetings, and on-line surveys will be used to help ensure that trail facilities and road improvements serve the needs and interests of Tribes, landowners, south Humboldt Bay residents, College of the Redwoods students, and K-12 students in the area and are compatible with adjacent land uses. In addition, the study will identify ways to avoid or minimize impacts to sensitive natural and cultural resources, identify needs and opportunities for habitat restoration and address risks associated with sea level rise and tsunamis. The study will be completed by the end of 2024.

❖ ***Great Redwood Trail Master Plan Outreach 2022-present***

RCAA led community outreach about the master plan in Humboldt County as a subcontractor for Alta Planning Group. This included presenting at community meetings, hosting walks with community-based organizations, tabling at special events, community workshops and kitchen table meetings and on-on-one conversations. RCAA also participated in Tribal outreach efforts including presenting at council meetings and the Northern California Tribal Chairperson Association.

❖ ***Humboldt Bay Trail South Interpretation, Event Planning 2022-present***

Helped coordinate the groundbreaking ceremony for the Humboldt Bay Trail South project to connect Arcata and Eureka. This included publicity, outreach, and day-of logistics. This project also included developing content and working with RCAA design staff to develop final layouts for three interpretive signs along the trail, two focused on bay wildlife, and a third focused on Wiyot culture, which involved extensive consultation with the Wiyot Tribe.

❖ ***Manila Moves***

The Manila Moves Campaign engaged the community with the Manila Trail through activities encouraging active transportation and bicycle-pedestrian safety.

❖ ***Trinidad Coastal Land Trust- 2016-2021***

Established an education program for the Trinidad Coastal Land Trust that included training for community seabird scientists, a coastal ambassador program, public guided walks, school field trips and the development of a coastal naturalist manual.

❖ ***Humboldt Bay Trail Fund, 2016-2019***

Helped establish and do community outreach for the development of the Humboldt Bay Trail Fund, a .5M fund to help support maintenance of local trails.

❖ ***Humboldt Coastal Nature Center- 2007-2011***

Directed the development and secured funding from State, Federal, and private sources for the creation of the Humboldt Coastal Nature Center, 115-acre reserve that included a 1.5 million dollar building project to develop the Nature Center which opened in 2011 as a gateway to the dunes.

Vanessa Griffin  
Natural Resources Specialist II  
Redwood Community Action Agency  
[VGriffin@rcaa.org](mailto:VGriffin@rcaa.org)  
70.269.2062



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### **Job title and description**

Natural.Resources.Specialist.II\_Natural.Resources.Services.Division.(NRS).June.8689\_present  
Vanessa Griffin brings years of leadership in community service and engagement to RCAA. She is an active participant in assisting with meeting facilitation, outreach and community organizing.

### **Relevant Experience:**

Bike.Kitchen

Manages the Bike Kitchen and its volunteers. This program lowers the barriers to bicycle ownership and maintenance for houseless, low income, and carless households. Alternative transportation outreach and engagement about a healthy lifestyle is taught through community service.

Great.Redwood.Trail.Community.Outreach

Hosted tabling events, planned engagement events, presented to small groups and individual stakeholders to identify interests and concerns about the GRT in their community.

Safe.Routes.to.School.Morris.Elementary.School.

Conducted pedestrian safety classes for 3<sup>rd</sup> grade students including both indoor instruction and a walking demonstration. Conducted bicycle safety lessons in concert with DHHS for 5<sup>th</sup> grade students including helmet fitting and maneuvering through an obstacle course.

Hosted a school wide walk to school day.

Community.Service\_Rotary Club of Arcata Sunrise President 2022-2023 and Board Member 2016-present. Created a paid internships for the Transitional Aged Youth Program.

### **Education**

Master.of.Arts?Literature.Cal.Poly.Humboldt?Humboldt?California

Bachelor.of.Arts?Liberal.Studies.Cal.Poly.San.Luis.Obispo?Sanluis.Obispo?California



# Todd Tregenza AICP Senior Transportation Planner



## Location

Sacramento, CA

## Experience

15 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
- 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 15 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 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 ¼ mile walk shed as a proxy for VMT reduction potential.

### ***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 ¼ 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.

### ***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 State Highway Operation and Protection Program (SHOPP).

### ***Chester SR 36 Main Street Connectivity Plan***

**Project Manager**  
**Plumas County Transportation Commission | Chester, CA**

Managed preparation of multimodal transportation improvement plan for State Route 36 through the community of Chester in Plumas County. Oversaw robust community engagement effort to energize the public and gain consensus on goals for the corridor. The plan includes rich visualizations of the preferred concept, which recommends a four- to three-lane road diet, and new mid-block and intersection pedestrian crossings to minimize barriers between residential neighborhoods and community destinations like schools, parks, and libraries. Worked with Caltrans to develop 30% design concepts for the corridor aiming for implementation through upcoming SHOPP and ATP grant program.

### ***Valley Springs Town Center Connectivity Plan***

**Project Manager**  
**Calaveras Council of Governments | Valley Springs, CA**

Managed the development of a community-driven multimodal complete streets plan for the "Town Center" area within Calaveras County, with a focus on multimodal and school safety. Coordinated plan development with community stakeholders to ensure community "buy-in" on recommendations and ensured support from all public agency partners, including Caltrans, Calaveras County, and Calaveras Council of Governments. Assessed existing conditions for bicycle, pedestrian, transit, and auto users, including intersection operations, multimodal traffic stress and safety, and accessibility and connectivity. Developed implementable, cost-effective grant-eligible, prioritized infrastructure recommendations for plan.

### ***City of Elk Grove Bicycle, Pedestrian, and Trails Master Plan***

**Senior Transportation Planner**  
**City of Elk Grove | Elk Grove, CA**

Led development of an Active Transportation Impact Fee to serve as a companion program to the City's Roadway impact fee. Applied use of an asset-based methodology to generate a nexus between future development and active transportation improvement needs without using Level of Service (LOS). Work included coordination with City on AB 602 compliance by proportionally allocating costs by dwelling unit size.

### ***Sacramento Avenue Complete Street Corridor Improvement Plan***

**Project Director**  
**City of West Sacramento | West Sacramento, CA**

Overseeing preparation of the Sacramento Avenue Complete Street Corridor Improvement Plan (CSCIP). The CSCIP aims to deliver a transformative vision for the communities it serves, namely Bryte and Broderick. The CSCIP includes a robust trilingual hybrid public engagement program. The CSCIP scope goes beyond the typical transportation corridor plan to also include streetscape improvement concepts for enhancing the community character. The CSCIP will be accompanied by a separate zoning and infrastructure planning study that aims to incentivize mixed-use redevelopment along the corridor by eliminating regulatory hurdles and costs. Both the CSCIP and the accompanying infrastructure plan are funded by Sacramento Area Council of Governments, including "Green Means Go" intended to accelerate production of affordable housing.

### ***Pajaro to Prunedale Corridor Study (G12 Corridor)***

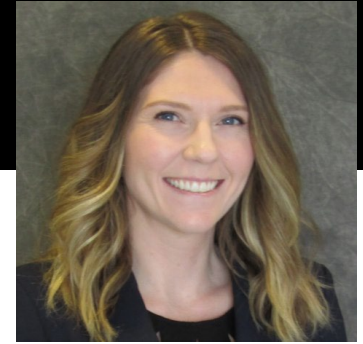
**Senior Transportation Planner**  
**Transportation Agency for Monterey County | Monterey County, CA**

Assisted in documenting existing conditions (i.e., congestion analysis, socioeconomic and disadvantaged community data, roadway safety history, and mapping of areas of community concerns) and oversaw the corridor travel analysis using the Association of Monterey Bay Area Governments regional travel demand model and compared constrained and unconstrained analyses of G12 and SR 1 to estimate true demand on local route relative to diverted highway traffic. Oversaw evaluation of alternatives, selection of preferred improvements, and developed life cycle cost-benefit comparisons. Led and facilitated bilingual community outreach meetings in three unincorporated communities along the route, and oversaw the preparation of supporting public information, including interactive content, flyers, and posters for outreach meetings and associated website.



# Paige Peel

## Senior Transportation Planner



### Location

Sacramento, CA

### Experience

5 years

### Qualifications/Accreditations

- BA, American Studies and Political Science (Minor: Urban Studies and Planning), San Francisco State University, CA, 2016
- American Institute of Certified Planners (AICP), Certification # 35676

### Key Technical skills

- Quantitative Research / Data Analysis
- Spatial Data Management and Analysis
- Needs Analysis
- Performance Assessment
- Digital Design using Adobe Creative Suite and SketchUp

### Memberships

- American Planning Association, Sacramento Valley Chapter
- Young Professionals in Transportation, Member and Former Board of Director's Member
- Association of Pedestrian and Bicycle Professionals, Sacramento Region Chapter

### Relevant experience summary

Paige Peel has five years of experience in transportation, urban planning, and the spatial sciences. She provides support on a variety of planning and land use projects related to active transportation, multimodal corridor and connectivity planning, and sustainability. Leveraging a diverse background in local government, advocacy, and client-facing roles, as well as a strong work ethic, communication skills, and passion for creating lasting community benefits, Paige goes above and beyond to deliver high-quality spatial and planning products to clients. With extensive technical project experience utilizing Geographic Information Systems (GIS) and data analysis techniques, Paige excels in managing and analyzing spatial and non-spatial data, traffic and transportation demand analysis, performance assessment, and plan development.

### ***Sacramento Avenue Complete Street Plan***

#### **Senior Transportation Planner | City of West Sacramento | West Sacramento, CA**

The project will result in a complete street improvement plan for the Sacramento Avenue corridor in the City of West Sacramento. Paige managed spatial data and analysis tasks, as well as served as Lead Planner in existing conditions analysis, recommendation development, performance assessment, plan development, public outreach efforts and supporting project management.

### ***State Route (SR) 373 Multimodal Corridor Plan***

#### **Senior Transportation Planner | Shasta Regional Transportation Agency (SRTA) | 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.

Paige served as Lead Planner, supporting project management and developing the equity / safety toolbox, managing spatial analysis tasks, including bicycle level of traffic stress (LTS) analysis, travel time reliability and congestion, and origin-destination/trip distribution mapping.

### ***Chester Main Street Community Connectivity Plan***

#### **Senior Transportation Planner | Plumas County Transportation Commission (PCTC) | Chester, CA**

The project resulted in a complete street improvement plan, as well as 30% design concepts along the community of Chester's Main Street in Plumas County. Paige supported project management, led existing conditions analysis, performance assessment and plan development, as well as developed visualizations for key corridor focus areas in SketchUp/Lumion.

***General Plan Update and Gateway Specific Area Plan: 3D Urban Planning Model***

**Transportation Planner | City of Arcata | City of Arcata, CA | 2020 - 2023**

The Project will result in a comprehensive update to the City's General Plan, and the Gateway Area Plan.

As a subconsultant to Planwest, GHD modelled the City's zoning and land use planning code, as well as multiple development scenarios in a 3D environment to inform the City's General Plan Update and Specific Area Plan Element. Paige assisted with developing the 3D model using ArcGIS Urban, which allows for scenario comparison and provides an easily digestible understanding of the effect of proposed developments on the city demographics, resource demand and greenhouse gas emissions. Additionally, Paige supported the development of the circulation element by leading spatial analysis tasks, as well as lead the VMT analysis for the development of the EIR.

***City of Chico Active Transportation Plan***

**Transportation Planner  
City of Chico | Chico, CA | 2022 - Present**

The project will result in the Chico's first Active Transportation Plan, building upon the City's 2019 Bike Plan. Led spatial analysis tasks, supported project management, and served as the lead planner in project.

***Fortuna Mill District Specific Plan***

**Transportation Planner  
City of Fortuna | Fortuna, CA**

The project will result in a Specific Plan for the City of Fortuna's Mill District and amendment to the City's General Plan. Paige lead the transportation impact assessment measuring VMT impacts as well as performed a series of land use scenario tests using a spatial and excel-based model.

***City of Ukiah SB 743 Implementation***

**Lead Transportation Planner  
City of Ukiah | Ukiah, CA | 2022 - Present**

The project will result in SB Implementation guidance, percent reduction targets and thresholds of significance to measure transportation impacts, consistent with SB 743. Served as Lead Transportation Planner to deliver interim implementation guidance and the Place Mix tool, an interactive compliance tool that allows the City to identify areas of opportunity for development, walkability and bikeability, as well as allows developers to measure the impacts associated with proposed land use changes.

***Town of Windsor Old Redwood Highway Corridor Enhancement Plan***

**Transportation Planner/GIS Analyst  
Town of Windsor | Windsor, CA | 2021 - Present**

The project will result in a corridor enhancement plan for a segment of US Route 101 through the Town of Windsor, which aims to improve transportation and public space conditions along the corridor. Conducted a Level of Traffic Stress (LTS) analysis and gaps assessment to identify deficiencies in the existing active transportation infrastructure, assisted with public outreach, and assisted with managing spatial data.

***City of Elk Grove Bicycle, Pedestrian, and Trails Master Plan***

**Transportation Planner  
City of Elk Grove | Elk Grove, CA | 2019-2021**

The Project will result in an update to the City's Master Plan, with network recommendations tailored to the City's diversity of land uses to develop a safe and well-connected active transportation network. Managed spatial analysis tasks, led safety analysis, LTS analysis, and recommendation development/ prioritization process, assisted in developing report content, and built and managed the project's public outreach website and interactive web map.

***San Joaquin VMT Study***

**Transportation Planner/GIS Analyst  
San Joaquin County | San Joaquin County, CA | 2020 - Present**

The project will result in a VMT Mitigation Exchange Program, which San Joaquin County will utilize to address the transportation impact requirements of CEQA. Assisted in creating a spatial model to automate the spatial analysis and benefit calculation methodology to creating a database of active transportation projects identified as potential transportation impact mitigations for use in the County's VMT Mitigation Exchange Program

***Eureka Broadway Multimodal Transportation Corridor Plan***

**Transportation Planner  
Humboldt County Association of Governments | Humboldt County, CA | 2019-2020**

The project resulted in a multimodal plan through the US 101-Broadway corridor to address congestion, safety, and access management issues, which required coordination with a variety of highly engaged public and governmental stakeholders. Led spatial analysis and mapping tasks, created and managed the interactive web map for public outreach and assisted with plan development.





# Kamryn Kubose

## Graduate Transportation Planner



### Location

Los Angeles, CA

### Experience

<1 year

### Qualifications/Accreditations

- MS, Environmental Policy and Management (Specialization: City and Regional Planning), University of California, Davis, CA, 2023
- BS, Environmental Science (Minor: Earth and Environmental Science), University of California, Los Angeles, CA, 2019

### Key technical skills

- EcoDistricts AP
- Clifton Strengths Assessment - Executing & Strategic Thinking
- Spreadsheet Software

### Memberships

- American Planning Association

### Relevant experience summary

Kamryn Kubose is a recent graduate of the Environmental Policy and Management Master’s program at UC Davis. During the summer of 2022, she interned at the Tahoe Regional Planning Agency and researched best practices for increasing climate resiliency through code amendments, programs, and partnerships. She produced a 100-page report culminating her research, survey results, and recommendations. During Kamryn’s Master’s program, she was a student researcher at the Center for Regional Change, where she contributed to the California General Plan Database Mapping Tool. After graduating, she worked at the California Air Resources Board in the Office of Community Air Protection implementing Assembly Bill (AB) 617. Currently, she is a transportation planner and also the Executive Director of a new nonprofit, Central Valley Young Environmental Advocates, where she leads event planning for the annual Earth Day Fresno event.

### Professional Experience Prior to GHD

#### Graduate Student Researcher

Center for Regional Change at University of California, Davis | Davis, CA | 9/2022 - 3/2023

- Analyze city and county general plans across California and assess policies for climate readiness - decarbonization, vehicle miles travelled, and electric vehicles. Summarize findings in a research paper to the California Air Resources Board.

#### Air Pollution Specialist

California Air Resources Board | Riverside | 7/2023 - 1/2024

- Implement the Community Air Protection Program. Work with and engage Central Valley communities

disproportionately impacted by air pollutants and toxic air contaminants.

#### Long Range Planning Intern

Tahoe Regional Planning Agency | Stateline, NV | 6/2022 – 5/2023

- Research best practices for implementation of sustainable regulations. Create stakeholder survey and analyze results. Analyze data and synthesize recommendations in a report. Present report to the Governing Board.
- Engage with stakeholders in technical workshops to refine code language.

#### Executive Director

Central Valley Young Environmental Advocates | Fresno, CA | 9/2021 - Present

- Led coordination efforts for Earth Day Fresno event. Manage a team of 10+ volunteers, interface with 65+ exhibitors and vendors, delegate day-of responsibilities.

### **Associate**

#### **California Product Stewardship Council | Sacramento, CA | 8/2020 - 6/2022**

- Conduct outreach and collection events for CalRecycle Household Hazardous Waste grants across the state. Recruit and work with retailers to implement waste reduction standards.

### **Climate Corps AmeriCorps Fellow**

#### **California State University, Fresno Office of Community & Economic Development | Fresno, CA | 1/2020 - 7/2020**

- Research, analyze, and report on Fresno County's sustainability efforts on the built environment.
- Coordinate and facilitate outreach workshops for the Measure C Agricultural Worker Vanpool program.

### **Awards**

- California Planning Foundation American Planning Association, Sacramento Valley Section, 2022-2023, Scholarship

### **Career history**

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2024 - present	GHD, Graduate Transportation Planner
2021 - 2024	Central Valley Young Environmental Advocates, Executive Director
2023 - 2024	California Air Resources Board, Air Pollution Specialist
2022 - 2023	Tahoe Regional Planning Agency, Long Range Planning Intern
2020 - 2022	California Product Stewardship Council, Associate
2020 (7 mos.)	Office of Community & Economic Development at Fresno State, Greenhouse Gas Emissions and Outreach Climate Corps AmeriCorps Fellow
2019 (6 mos.)	Studio One Eleven, Sustainability Intern
2018 - 2019	Bruin Home Solutions, LEED & Audit Team Project Manager

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# Kendra Ramsey, AICP

## Active Transportation Leader



### Location

Sacramento, CA

### Experience

17 years

### Qualifications/Accreditations

- American Institute of Certified Planners (AICP) Certified Planner #32395
- Safe Routes to School National Course Instructor
- MS, Community Development, University of California, Davis, CA, 2009
- BA, Sociology, University of California, Santa Cruz, CA, 2005

### Key technical skills

- Bicycle and Pedestrian Planning
- Complete Streets Planning
- Meeting Facilitation
- Non-Traditional, Culturally Appropriate Engagement
- Policy and Program Development and Evaluation

### Memberships

- Association of Pedestrian and Bicycle Professionals President
- American Planning Association, Sacramento Valley Section Professional Development Officer

### Relevant experience summary

Kendra Ramsey is a nationally-recognized expert in active transportation planning, design, policy-making, and evaluation. She has 17 years of experience working from the neighborhood level to the state level, developing and implementing active transportation plans, policies, educational activities, and contributing to context-sensitive design concepts. Kendra's experience includes state and local government as well as the private and non-profit sectors. She has managed the development of numerous Active Transportation Plans (ATP) for municipal and county clients, developed and implemented Safe Routes to School (SRTS) plans and programs, consulted on effective active transportation accommodation within large roadway projects, and written successful regional and state grant applications for local agencies. She serves as the Executive Director of the California Bicycle Coalition and is the President of the Association of Pedestrian and Bicycle Professionals.

### Expert Speaker

#### Active Transportation Planning & Policy California Bicycle Coalition | Statewide, CA

Serve as a panelist and moderator on a variety of topics related to active transportation for statewide and national audiences, including: Safe Routes to School; bicycle and pedestrian infrastructure planning and design; bicycle safety; Complete Streets policy development and implementation; state and national policy to facilitate active transportation mode shift. Recent speaking engagements include California Active Transportation Resource Center webinar series and Association of Pedestrian and Bicycle Professionals webinar series.

### Technical Advisor

#### California Walk and Bike Technical Advisory Cmte. California Dept. of Transportation | Statewide, CA

Provide strategic input and technical guidance to Caltrans to support achievement of the walk and bike safety objectives to implement a Safe Systems approach and prioritize multimodal transportation investments.

### Policy Expert

#### Policy Development California Bicycle Coalition | Statewide, California Assoc. of Pedestrian and Bicycle Professionals | North America

As the Executive Director of California's statewide policy advocacy organization, Kendra leads policy development for state legislation and model local policy development. In this role, she works with local governments, community based organizations, and community members to understand unique needs of different contexts within California and develop appropriate state legislative and administrative policy proposals as well as model local policy recommendations. For APBP, Advise on a variety of policy statements published by the Association, North America's premier professional voice for people working in active transportation in fields of planning, design, engineering, engagement, and academia.

### ***Cottonwood/Front Street Concepts and Outreach***

#### **Active Transportation Advisor Shasta County | Cottonwood, CA**

Assisted Shasta County with development of conceptual alternatives and engagement materials and strategy for the Front Street historic corridor in Cottonwood. The project builds from prior outreach conducted in the community and culminated in selection of a preferred alternative to provide improved active transportation facilities on Front Street after consultation with the Cottonwood Committee.

### ***Gustine Active Transportation Plan***

#### **Project Manager City of Gustine | Gustine, CA**

Managed the development of an Active Transportation Plan for the city of Gustine in California's Central Valley. Developed and implemented a hybrid community engagement program, including virtual Project Advisory Committee meetings to provide strategic direction, virtual workshops, and an interactive website, and in-person pop-up engagement at community events. Plan focused on restoring ability of residents to walk and bike to school and other activities in this small town.

### ***City of Elk Grove Bicycle, Pedestrian, and Trails Master Plan***

#### **Project Manager City of Elk Grove | Elk Grove, CA**

Managed a three-firm project team. The plan includes context-appropriate network recommendations for the urban, suburban, and rural areas of the City and recommends strategies to leverage new development to construct a well-connected active transportation network. Extensive engagement conducted during the COVID-19 stay-at-home orders via a variety of virtual engagement media.

### ***Valley Springs Town Center Connectivity Plan***

#### **Active Transportation Advisor Calaveras Council of Govts. | Valley Springs, CA**

Advisor on active transportation and SRTS planning for the development of a community-driven multimodal complete streets plan for the "Town Center" area within Valley Springs in Calaveras County. Assisting with development of implementable, cost-effective grant-eligible, prioritized infrastructure recommendations for plan to improve safety and connectivity near an elementary school and within the Town Center.

### ***Ukiah Traffic Analysis for Schools and Surrounding Area***

#### **Active Transportation Advisor City of Ukiah | Ukiah, CA**

Advisor on SRTS planning best practices for transportation operational and safety study in vicinity of Ukiah public schools. This project will identify school-related transportation deficiencies and identify implementable multimodal transportation improvements to improve school traffic and mobility, including consideration of modern roundabouts.

### ***City of Merced SRTS and ATP***

#### **Project Manager City of Merced | Merced, CA**

Managed the development of a series of technical reports in support of the City-developed SRTS plan and ATP. Developed a community engagement and outreach plan focused on garnering meaningful engagement from the City's disadvantaged communities, primarily in South Merced. Developing and sustaining relationships with a variety of community organizations was critical to the success of this effort. Designed services of culturally appropriate engagement opportunities, culminating in a well-attended community workshop conducted primarily in Spanish. The technical papers presented critical data and network recommendations to close key network gaps in bicycle and pedestrian networks, make first-mile and last-mile connections to transit, and improve accessibility across both natural and physical barriers.

### ***Colusa County SRTS Plan***

#### **Project Manager County of Colusa | Colusa, CA**

Managed the multi-firm consultant team to develop a context sensitive SRTS plan for the County and its incorporated and unincorporated communities. Working with County staff to target key stakeholders, conducted well-attended walk audits of schools in town centers and rural interfaces along main streets and rural goods-movement corridors. The resulting plan includes SRTS infrastructure and non-infrastructure (program) recommendations for 14 schools within five school districts. Following unanimous plan adoption by the Colusa County Board of Supervisors, managed the development of ATP Cycle 4 applications.

## SECTION II

### AFFIRMATIVE ACTION / EQUAL OPPORTUNITY POLICIES

#### **Affirmative Action Plan:**

RCAA maintains an Affirmative Action Program in compliance with any requirements by the government agencies we work with. We expect all Directors, Managers and Supervisors to be familiar with the RCAA Affirmative Action Plan and to work with the Affirmative Action Officer to ensure compliance. Each Director, Manager and Supervisor shall be held accountable for ensuring equality of opportunity within each division and fostering employment and program participation practices which are compatible with the RCAA Affirmative Action Plan and Civil Rights Regulations.

#### **Affirmative Action Officer:**

The Executive Director has designated the Human Resources Director of RCAA to serve as Affirmative Action Officer. This individual is responsible for developing and monitoring the Affirmative Action Plan and ensuring that the activities and policies of RCAA comply with the Equal Opportunity Policy set forth herein.

#### **Policy of Non-Discrimination and Applicability:**

RCAA is an Equal Opportunity Employer. It is the policy of RCAA to ensure all persons have equal rights and opportunities with respect to employment in this agency and participation in, or receipt of, assistance from any program administered by RCAA. RCAA shall not discriminate on the basis of protected status. "Protected status" includes race, color, religion, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, sexual orientation, ancestry, national origin, military and veteran status, age (40 or older), disability, medical condition, marital status, genetic information, or any other category or classification that is protected by law. Harassment of employees or clients on the basis of a protected status is forbidden. For more information, see our Policy against Harassment.

This policy shall extend to all applicants for employment and all employees of RCAA in all facets of hiring, promotion, compensation, training, benefits, layoffs, return from layoffs, terminations, and social and recreational programs. It shall similarly extend to all persons served by or seeking assistance from RCAA. It shall also extend to any person participating in, or seeking to participate in a policy making, planning, advisory or governing body of RCAA.

#### **Policy against Harassment:**

All Employees, AmeriCorps Members or any other Program Participants, such as AFACTR AmeriCorps Members, Interns, Employment Training Program Participants, or Volunteers, are expected to conduct themselves in a manner consistent with the rules, regulations and policies of the Agency and all State/Federal guidelines concerning discrimination, harassment and workplace violence.

Redwood Community Action Agency prohibits harassment or offensive conduct in any form, including harassment or offensive conduct directed toward the protected status of an employee, customer/client, vendor, contractor or their relatives, friends or associates. RCAA also prohibits conduct that is considered abusive under California state law, which includes "conduct of an employer or employee in the workplace, with malice, that a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or the gratuitous sabotage or undermining of a person's work performance." A single act is not abusive conduct, unless especially severe and egregious.

- "Protected status" includes race, color, religion, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, sexual orientation, ancestry, national origin, military and veteran status, age (40 or older), disability, medical condition, marital status, genetic information, or any other category or classification that is protected by law.

Redwood Community Action Agency will actively enforce its policy against harassment. The policy applies to all conduct on company property or company time and to all conduct off the job that affects an individual's