



# Council Agenda Report

From: Susan DeCarli, City Planner

Subject: Authorizing Agreements with KTU&A Consultants and North Coast Engineering for the 2017 Bicycle Pedestrian Master Plan Update

Date: May 2, 2017

---

## Facts

1. The City Council adopted a two-year budget in August 2016, for FY 2016-17 and FY 2017-18. The Community Development Department budget includes an allocation of \$50,000 from General Fund resources to update the 2009 Bicycle Master Plan and to incorporate a new pedestrian element into the plan to create a Bicycle and Pedestrian Master Plan.
2. The budget item states that, "...the (bicycle) project list needs to be updated to acknowledge accomplishments since the prior (plan) adoption, identify new projects, and to ensure its alignment with the City's Circulation Element. The Bicycle-Pedestrian Plan will also be added to the Needs List of the AB 1600 Program, which not only provides a funding source for these projects but also serves as sources for matching funds to pursue grant opportunities."
3. State and Federally funded street and road rehabilitation projects require compliance with "active transportation" multi-modal design requirements. The updated Bicycle and Pedestrian Master Plan (BPMP) will help facilitate compliance with these requirements, and support future funding opportunities.
4. Planning for safe, improved sidewalks and pedestrian linkages may increase the City's competitive advantage when applying for grants. Safe routes for children to walk to school is intended to encourage children to safely and comfortably walk to school, which may also help decrease school peak-hour traffic congestion.
5. City staff solicited Requests for Proposals in February 2017 to seek qualified firms that specialize in preparing this type plan. The City received three proposals, (e.g. KTUA \$50,000; Central Coast Transportation/North Coast Engineering \$49,970; and Cal Poly \$44,529), which were all within the set budget limitations of \$50,000. Staff interviewed each firm, and based on their experience and expertise, as well as familiarity with Paso Robles and local issues, staff recommends selection of KTUA as the prime consultant on this project, and NCE to assist with outreach and engineering needs.

## Options

1. Authorize staff to execute contracts with two consultant firms, KTUA and NCE to prepare the Bicycle and Pedestrian Plan Update.
2. Refer back to staff for additional analysis.

## Analysis and Conclusions

The City Council budgeted for preparation of the Bicycle and Pedestrian Master Plan Update in the recent City budget. The City reviewed three project proposals and interviewed the consulting teams. Based on the qualifications and expertise preparing this type of project, staff thinks the best approach is to combine the teams of KTUA as lead consultant (Attachment 1) and NCE as a local liaison (Attachment 2) to complete this update.

KTUA provided a detailed proposal for this project that demonstrates their significant experience and expertise in this particular field of transportation planning. They offer specialized technical expertise and

approaches to several aspects of this project that will ensure the project complies with regulations, in addition to helping prepare the City to qualify for funding opportunities for future transportation improvements. As authors of the Salinas River Master Trail Plan, KTUA also has extensive local knowledge of multi-purpose bicycle and pedestrian planning in Paso Robles and the region.

To support this project, additional professional services is requested to be provided by Larry Werner, from North Coast Engineering (NCE). NCE could provide services for this project in three important areas:

- Assist City staff with community and stakeholder outreach;
- Peer-review the list of proposed improvements; and
- Development cost estimates of the project list to be included in the City's AB 1600 list.

Mr. Werner is uniquely positioned to assist staff with the project consultants to help coordinate community outreach to ensure that all interests are identified and brought into the project update process. Additionally, Mr. Werner was instrumental in assisting with the existing bicycle plan network, and could provide valuable assistance in evaluating proposed bicycle and pedestrian routes to assess their appropriateness in the updated plan and subsequent inclusion in the City AB 1600. Lastly, Mr. Werner has engineering expertise in developing cost estimates for public improvements. Funding for these services could be allocated from the City's Transportation Impact Fee account. See Attachment 2, NCE Scope of Work and Cost Estimate.

Funding necessary for these additional NCE services is estimated to be \$11,000, and would come from the Development Impact Fees, which include bicycle facilities and planning:

- \$6,800 for community outreach assistance,
- \$4,200 for peer-review services

The cost to prepare the evaluation and development of improvement project cost estimates will be determined when the list of projects has been completed. The cost will depend on the number and complexity of projects.

It is important to initiate this project in May 2017 before the school year ends in June so that the City can gather accurate data working with the schools.

### **Fiscal Impact**

The funding for this project (\$50,000) is budgeted in the City General Fund. Costs for NCE consulting services (\$11,000), primarily for work with the local stakeholders and engineering cost estimates, can be funded from the Transportation Impact Fee account.

### **Recommendation**

Authorize the City Manager to execute contracts with KTUA and NCE for professional consulting services to prepare the Bicycle and Pedestrian Plan Update.

### **Attachments**

- 1 – Proposal from KTUA
- 2 – NCE Scope of Work and Cost Estimate
- 3 – Public Outreach Plan



# Bicycle | Pedestrian Master Plan Update

March 10, 2017

3916 Normal Street  
San Diego, CA 92103  
619 294-4477  
www.ktua.com



RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

# Table of CONTENTS

- 1 Letter of Interest | Authorization**.....1
- 2 Statement of Qualifications**
  - KTUA Firm Profile .....3
  - KTUA Active Transportation Planning Experience Summary.....4
  - KTUA Project Experience .....5
  - Team Organization .....17
  - KTUA Key Personnel.....20
- 3 References + Communication Plan**.....21
- 4 Project Approach**
  - Challenges and Solutions.....22
  - Scope of Work.....23
  - Other Meetings and Coordination .....30
  - Option Tasks.....30
  - Community Engagement Toolbox.....31
  - Tactical Urbanism Toolbox.....33
  - Visualization Toolbox.....34
- 5 Budget**
  - Fee Schedule.....35
  - Hourly Rates.....36

RECEIVED  
 3/10/17  
 City of Paso Robles  
 Community Development Dept.



Ms. Susan DeCarli  
City Planner – Project Manager  
City of Paso Robles - Community Development Department  
1000 Spring Street  
Paso Robles, CA 93446

Dear Ms. DeCarli,

Planning safe, enjoyable and convenient active transportation comes from understanding the surrounding environment and recognizing what destinations the community needs and wants to connect. Many California cities face mobility challenges and are attempting to encourage citizens to shift to more sustainable active transportation modes like biking and walking. The City of Paso Robles' Bicycle and Pedestrian Master Plan Update is a major step towards addressing changing mobility needs by encouraging more walking and bicycle use through safe and accessible facilities.

Our comprehensive approach includes mobility planning, user experience and GIS analysis. With a project team composed of mobility planning and outreach specialists working together, this Plan will address planning for a sustainable facility network connecting local destinations that can help support the mode shift goals of the Sustainable Communities Strategy (SCS) outlined in California Senate Bill 375.

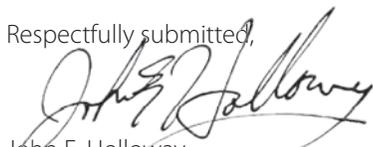
This Update will strive to equitably address walking and bicycling, including to and from schools, parks and commercial areas. While the City's existing bicycle master plan remains viable, connectivity and convenience remain essential quality indicators for both bicycle and walking systems, and recent research indicates that the increased acceptance and actual practice of daily cycling requires "low-stress" bicycle facilities that were not generally considered in 2009. Facility types and design interventions intended to encourage ridership among the roughly 60 percent of riders who identify themselves as "interested, but concerned" tend to separate users from high volume and high speed vehicular traffic. Similarly, providing suitable pedestrian facilities has been shown to result in real increases in walking, which will be the primary emphasis of this project.

As KTUA's mobility team leader, I will serve as the principal in charge for this team. As a landscape architect and planner, I have made active transportation a KTUA specialty and have managed a broad variety of bicycle, pedestrian and trail master planning and design projects, including recent and ongoing citywide active transportation and master planning for cities of similar size, including Moreno Valley, Temecula, Jurupa Valley, Goleta, Encinitas and El Centro. I was also the project manager for the Northern San Luis Obispo County Salinas River Corridor Anza Trail Master Plan.

In terms of the range of staff capabilities assigned to this project, Joe Punsalan is a senior associate and will be the project manager. He has conducted many active transportation plans and special studies, as well as provides GIS expertise. He will be supported by Diana Smith, KTUA's GIS manager, who provides mapping support for many of our active transportation planning projects. Jacob Leon will act as assistant project manager, directly supporting Joe. He is working on several active transportation projects. Jacob and Juan Bonilla produce many of the graphics and 3D visualizations we count on to help people understand issues and potential solutions. Both Jacob and Juan speak fluent Spanish and provide interpretation and translation services at outreach events and for written materials.

We look forward to the opportunity to help identify the issues and solutions that will help to improve active transportation access, safety and connectivity in the City of Paso Robles. I am the firm principal authorized to submit proposals on behalf of KTUA, and my contact information is as follows:

Respectfully submitted,

  
John E. Holloway  
Principal, Mobility Planner

**KTUA PRIMARY CONTACT INFORMATION**

John Holloway | Principal | CA PLA/LCI  
3916 Normal Street, San Diego, CA 92103  
t: (619) 294-4477 x133; f: (619) 294-9965  
john@ktua.com

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

“We’ve been building cities as if the most important element is the car. We should be building like the most important element is the people.”

~Brent Toderian



**Active Transportation and Health**  
Three hours of biking per week can reduce the risk of heart disease by 50%.



**Transportation Activity for Weight Loss**  
A bike rider weighing 180 pound can burn 245 calories in less than 30 minutes of travel, even at a slow pace.



**The Built Environment Makes a Difference**  
People who live in walkable neighborhoods are twice as likely to get the recommended daily amount of physical activity.



**Economic Return**  
Houses in areas of above average levels of walkability sell for \$4,000 to \$34,000 more than houses in areas of average walkability.

RECEIVED  
City of Provo Public  
Community Development Dept.

Community health concerns, air quality issues, climate change and ever-increasing energy costs are among the many factors driving the desire for more sustainable growth. An important component of this vision is planning that embraces complete streets. Whether achieved through the implementation of smart growth principles, traffic calming, universal access, or more consistent integration of pedestrian and bicycle facilities within our rights-of-way, the technical challenges must be met by making our streets complete and accessible to all users.

KTUA brings together land use planners, transportation planners, sustainability experts, landscape architects, GIS analysts, outreach facilitators and graphic designers to focus on creating livable communities with mobility choices. KTUA has expanded the boundaries of a traditional planning and landscape architecture office by incorporating active transportation, land use and transportation planning and resource planning practices into our portfolio. This diversity provides KTUA the ability to shape the big picture while addressing the fine-grain details that contribute to sustainable natural and built environments.

**ACTIVE TRANSPORTATION/SAFE ROUTES EXPERIENCE**

KTUA provides planning and design services for projects requiring the integration of urban design and transportation, including pedestrian, bicycle and transit facilities. Project types include corridor master plans, alignment alternatives, design feasibility, safety evaluation, land use scenarios, urban design guidelines, sustainability best practices, active transportation strategies, transportation demand management strategies, SRTS and ADA accessibility. KTUA offers:

- *Customized Solutions* - Experience in researching and recommending innovative facility treatments and programs for specific issues.
- *Advanced Technology* - GIS computer applications for producing alignment analysis, pedestrian and bicycle suitability modeling, maps, route selection, graphic production, estimating and 3-D visualizations.
- *Integrated Plans* - Expertise in pedestrian and bikeway planning and commitment to the integration of recreation, land use planning, community design, urban design and non-motorized alternatives.
- *Safety* - Pedestrian and bicycle safety factors and common collision scenarios.
- *Design Sensitivity* - Professional experience with the integration of urban design elements within environmentally and visually sensitive areas.
- *Qualified Plans* - All plans prepared by KTUA comply with State, Federal Highway Administration, AASHTO and MUTCD standards.

Our passion for planning and designing livable communities is evident in our actions:

- KTUA staff members are involved in their communities, from community planning groups and advisory boards to philanthropic groups and student mentoring programs, with the goal of effecting positive change in our neighborhoods.
- KTUA's office is located in a very walkable and bikeable neighborhood, with a goal of more bikes on the bike racks than cars in the parking lot. KTUA is a Gold Level Bicycle Friendly Business as designated by the League of American Bicyclists.
- KTUA's efforts to promote planning and design projects that focus on complete communities have been recognized by our professional organizations such as ASLA, APA, ULI, APWA and SAME.



[City of Temecula Multi-Use Trails and Bicycle Master Plan](#)



[City of Pico Rivera Urban Greening Plan](#)



[City of Goleta Bicycle and Pedestrian Master Plan](#)  
Page 114

**YEAR FOUNDED**

- 1970

**ORGANIZATIONAL STRUCTURE**

- California Corporation

**NUMBER OF OFFICES**

- 1 (San Diego)

**CORPORATE OFFICERS**

- Michael Singleton, President
- Kurt Carlson, Vice President
- Mark Carpenter, Vice President
- Sharon Singleton, Vice President
- John Holloway, Secretary
- Susan Cailing, Treasurer

**EMPLOYEES - 38**

- 12 Landscape Architects
- 10 Planners
- 2 Transportation Planners
- 6 Landscape Designers
- 1 Irrigation Designer
- 3 GIS Analysts
- 1 Graphic Designer
- 3 Accounting

**CERTIFICATIONS**

- Small Business Enterprise (Metro and California Department of General Services)

**SERVICES**

**Planning**

- Land Use | Transportation Planning
- Active Transportation Planning
- Resource Planning
- Federal Planning

**Landscape Architecture**

- Community Design
- Parks and Recreation
- Health Care
- Education
- Housing
- Hospitality
- Office and Retail

**SUPPORT SERVICES**

- Public Outreach
- GIS
- 3D Modeling and Simulations
- Sustainable Design
- Water Management
- Grant Writing

KTUA Sample Project Websites and Online Surveys



## KTUA Qualifications | Active Transportation Planning Experience Summary



Project Name	Client	Status	Key Personnel
<b>Active Transportation Plans</b>			
Barstow Active Transportation Plan	City of Barstow	Ongoing 2017	Punsalan, Killackey
Carlsbad Active Transportation Strategies	City of Carlsbad	Completed 2015	Singleton, Killackey
Chino Bicycle and Pedestrian Master Plan	City of Chino/SCAG	Completed 2016	Punsalan, Leon
Colton Active Transportation Plan	City of Colton	Ongoing 2017	Punsalan, Leon, Killackey
Desert Hot Springs Bicycle/Pedestrian Plan	City of Desert Hot Springs	Completed 2016	Punsalan, Leon, Smith
El Centro Active Transportation Plan	City of El Centro	Ongoing 2017	Holloway, Punsalan, Leon
Encinitas Active Transportation Plan	City of Encinitas	Ongoing 2017	Singleton, Holloway, Killackey
Goleta Bicycle/Pedestrian Plan	City of Goleta	Ongoing 2017	Holloway, Leon, Smith
Grand Terrace Active Transportation Plan	City of Grand Terrace	Ongoing 2017	Holloway, Punsalan
HUD Guidelines for Creating Walkable and Bikeable Communities	Department of Housing and Urban Development	Completed 2016	Singleton, Leon, Bonilla
La Mesa Urban Trails Mobility Action Plan	City of La Mesa	Completed 2016	Punsalan, Leon, Killackey
National City SMART Foundation	City of National City	Completed 2014	Singleton, Punsalan, Leon
Riverside County First/Last Mile Mobility Plan	Riverside Transit Agency	Ongoing 2017	Singleton, Punsalan, Bonilla, Smith
San Clemente Bicycle and Pedestrian Plan	City of San Clemente	Completed 2013	Holloway, Punsalan
San Marcos Bicycle and Pedestrian Plan	City of San Marcos	Completed 2015	Singleton, Holloway, Punsalan
UCSD Bicycle and Pedestrian Master Plan	UCSD	Completed 2012	Singleton, Holloway, Punsalan
<b>Bicycle Plans</b>			
Brea-Santa Ana River Corridor Plan	OCTA	Completed 2013	Punsalan
Chula Vista Bicycle Master Plan	City of Chula Vista	Completed 2011	Holloway, Punsalan
Coronado Bicycle Master Plan	City of Coronado	Completed 2011	Holloway, Punsalan
Coyote Creek Santa Ana River Corridor Plan	OCTA	Completed 2013	Punsalan
Eastvale Bicycle Master Plan	City of Eastvale/SCAG	Completed 2016	Holloway, Smith
East Wilshire Avenue Bicycle Boulevard	City of Fullerton/SCAG	Completed 2016	Punsalan, Leon, Bonilla
Huntington Beach Bicycle Master Plan	City of Huntington Beach	Completed 2013	Holloway, Punsalan
Moreno Valley Bicycle Master Plan	City of Moreno Valley	Completed 2015	Holloway, Punsalan
OCTA 4th District Bikeway Plan	OCTA	Completed 2011	Holloway, Punsalan
OCTA 5th District Bikeway Plan	OCTA	Completed 2015	Punsalan, Smith
San Diego County Regional Bike Map Update	SANDAG	Completed 2014	Holloway, Punsalan, Killackey
Temecula Multi-Use Trails/Bicycle Master Plan	City of Temecula	Completed 2016	Singleton, Holloway, Killackey
<b>Pedestrian Plans/Sidewalk Inventories</b>			
CONNECT Main Street, Phases 1 and 2	City of Lemon Grove	Completed 2016	Singleton, Nunez
Dana Point Connectivity Study	City of Dana Point/SCAG	Completed 2013	Singleton, Holloway
San Diego Pedestrian Master Plan, Phases 1, 4	City of San Diego	Completed 2015	Singleton, Holloway, Punsalan
<b>Safe Route Plans</b>			
La Mesa Safe Routes to Transit and Parks	City of La Mesa	Completed 2012	Singleton, Punsalan
San Bernardino Safe Routes to School, Phase 2	SANBAG	Ongoing 2017	Punsalan, Leon, Killackey, Bonilla
San Clemente Safe Routes to Schools	City of San Clemente	Completed 2012	Holloway, Punsalan

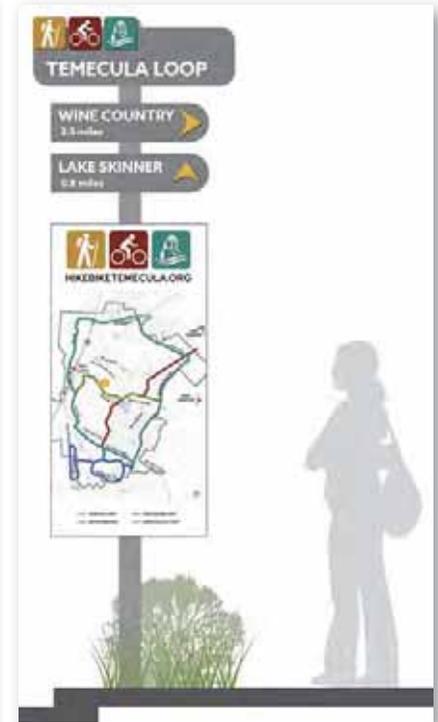


Samples of KTUA's Active Transportation Plans can be viewed at: <https://issuu.com/ktua>

KTUA prepared the City of Temecula's original Multi-Use Trails and Bikeways Master Plan in 2002 and was selected in 2013 to update it to include extensive public outreach and to address conceptual designs and cost estimates for the priority projects that resulted from the outreach effort. The update's primary objectives were to identify and close bikeway and trail gaps and to develop programs to increase cycling mode share. The project's first phase was primarily an online outreach effort to define the most desired facilities and types, culminating in a large public meeting that included refreshments and prize giveaways sponsored by local businesses and bicycle valet parking.

The second phase was primarily an implementation plan that defined responsibilities for selected projects as either City CIPs or standard striping and roadwork, or as developer conditions, as well as a category of projects likely to be implemented through a combination of volunteer, advocacy and philanthropic organizations. This reflected the sheer variety of projects citizens requested, ranging from the completion of a network of Class 1 paths along area creeks and aqueduct easements connecting neighborhoods and retail centers, to buffering bicycle lanes on major roadways, and bike skills parks and pump tracks in City parks.

As a contract addition, KTUA conducted a sidewalk study to prioritize critical sidewalk gaps. The city was seeing an increase in both pedestrian and bicycling activity, as well as collisions. It was important for the City to identify these gaps and develop a prioritized study to obtain grants, and to incorporate projects into CIP budgets to increase safety and connectivity. KTUA built the inventory based on the City's existing sidewalk data and aerial photographs. After initially assessing the data and identifying key segments with the City's guidance, field verification was conducted. Field maps were developed and segments were verified and pedestrian impediments were collected using GPS units. Data collected was used to develop preliminary cost estimates. Prioritization was based on proximity to schools, parks, retail and transit. Existing and future population and employment densities, traffic volumes, and collisions were additional factors in the ranking process.



**CLIENT**

- City of Temecula
- Matt Peters
- 951 694-6408
- matt.peters@cityoftemecula.org

**STATUS**

- Completed 2016

**SERVICES**

- Bikeway Master Planning
- Trail Master Planning
- Sidewalk Study
- CIP Development
- Community Engagement

**KEY PERSONNEL**

- John Holloway
- Joe Punsalan
- Kristin Killackey





The Bicycle and Pedestrian Master Plan for the City of Goleta is a city-wide planning effort that once completed, will guide future walking and biking facility improvements.

KTUA was tasked to lead this planning effort and complete the following:

- Collect and analyze existing data, previous and on-going planning projects.
- Conduct community workshops and stake holder meetings, including two pop-up events, two community workshops and technical advisory committee meetings
- Create an online and paper survey that can be distributed throughout the city.
- Create an online map that allows the public to comment on areas of conflict.
- Complete extensive field work throughout the city, including walking and biking throughout the city, especially at areas of conflict
- Develop a project prioritization process that includes GIS data, workshop comments, online map comments, survey data and previous planning efforts research.
- Create a master plan document that can be adopted by the city.

The main challenge for the BPMP was to make sure the community outreach process and participation was as thorough as possible. The City of Goleta wanted to make sure that the public was aware of the project and that they would have many opportunities to provide input. To address this challenge, this team developed several tools and resources for the City to review and distribute to its people. The outreach process included phone calls, emails, press releases through the City-managed Monarch Press online newsletter, online and paper surveys, an online map and two “pop-up” workshops.

The “pop-up” workshops that took place at the heavily-attended Lemon Festival and the Sunday morning Farmers’ Market were successful because it allowed the team to introduce the project to the public and get initial input from a large number of people in a short period of time. In addition, the team distributed postcards that directed people to the online survey and map, and urged them to keep an eye out in the Monarch Press for upcoming workshop announcements. The team’s diverse outreach toolkit was instrumental in addressing the city’s concern with completing thorough community outreach.

The BPMP is a unique planning effort because the City of Goleta has already completed several bicycle and pedestrian projects throughout the city. This planning effort was for analyzing a city that severely lacked facilities, rather one that sought to close gaps in their facilities network and/or improve existing facilities. Closing gaps and looking for improvements is the reason why the community outreach process was so important to the City. Having the community guide the pedestrian and bicycle improvements and point out the issues and gaps was crucial.

**CLIENT**

- City of Goleta
- James Winslow
- t: 805 961-7577
- e: jwinslow@cityofgoleta.org

**STATUS**

- Ongoing 2017

**SERVICES**

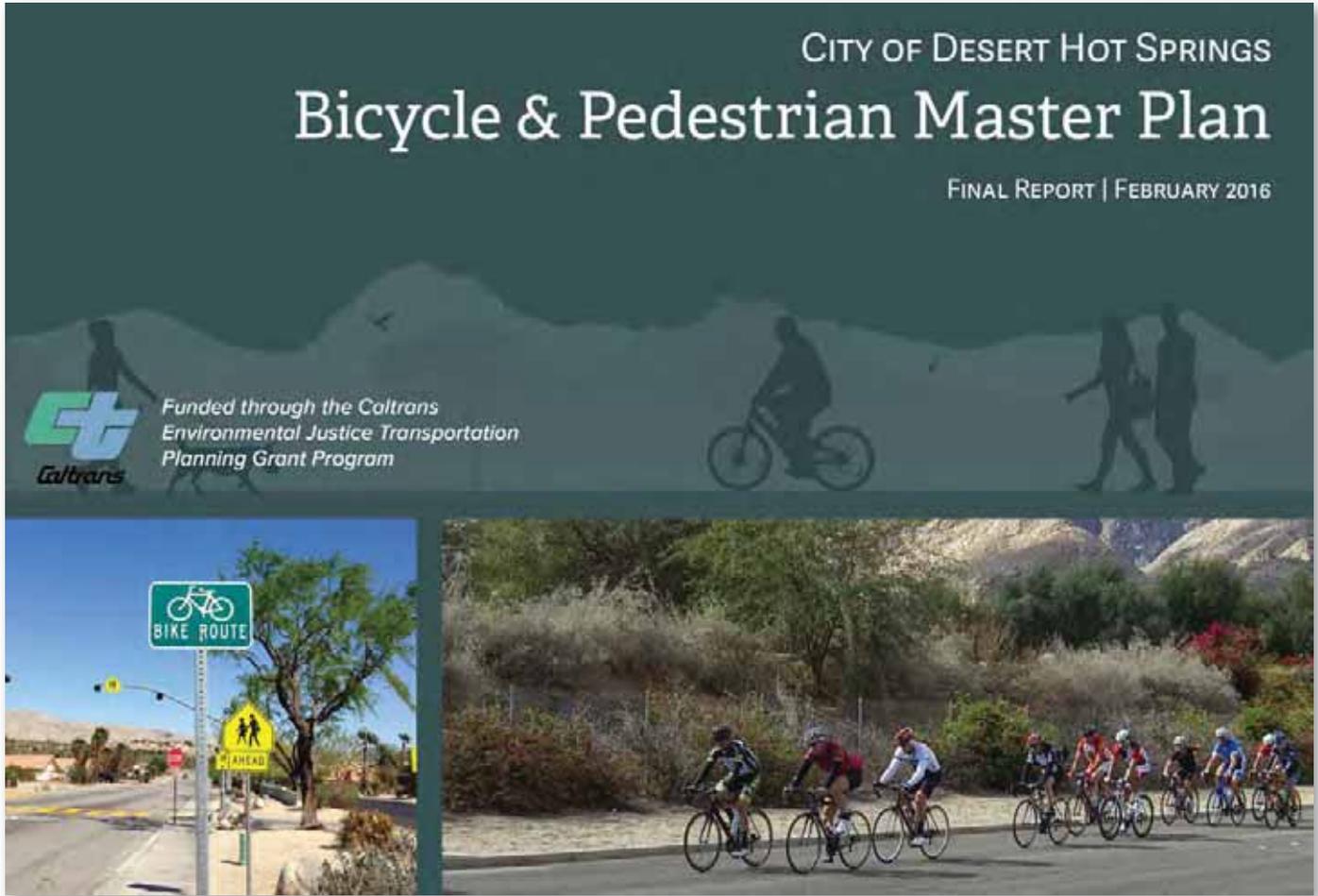
- Active Transportation Planning
- Community Engagement

**KTUA KEY PERSONNEL**

- John Holloway
- Jacob Leon
- Diana Smith



The online survey for the project was extremely successful, receiving nearly 1,600 comments. The chart represents the average biking distances of the respondents.



- DUI
- Improper Turning
- Pedestrian Violation
- Riding on Wrong Side
- Unknown
- Traffic Signals
- Unsafe Speed
- Violating Automobile ROW
- Brakes

The overall master plan objective was to create a connected bicycle and pedestrian network based upon goals and objectives, land use and citizen/stakeholder input. Through a series of public workshops, over 25 bicycle projects were identified with pedestrian improvements focused around connections to schools and parks. The City already had a Safe Routes to School plan in place so the KTUA team identified the various improvements of that plan and incorporated additional projects. Six priority projects were identified from the workshops to move further into grant ready schematics and cost estimation for the City to begin their application process.

As part of the implementation phase, KTUA develop phased implementation diagrams on cost-effective ways to begin the installation of some of the bicycle facilities. This section identified strategies for the City to install bike lanes, prior to improving them to protected bike lanes or cycle tracks.

**CLIENT**

- City of Desert Hot Springs
- Daniel Porras, P.E.
- t: 760 329-6411 x216
- e: dporras@cityofdhs.org

**STATUS**

- Completed 2016

**SERVICES**

- Active Transportation Planning
- Community Engagement

**KEY PERSONNEL**

- Joe Punsalan
- Jacob Leon
- Diana Smith

This plan was prepared for the City of Eastvale through the Southern California Association of Governments' (SCAG) Sustainability Grant Program. The scope included developing a citywide bicycle network with a menu of supportive programs emphasizing agency and public participation, bicyclist needs and demand analysis and an implementation plan.

The Eastvale area was predominately dairy farms. By the late 1990s, the area began to suburbanize to accommodate people from neighboring counties seeking affordable housing. Despite significant development since its 2010 incorporation, Eastvale remains a "commuter town," with 92 percent of work trips by single-occupancy vehicle. The online application Walk Score categorizes Eastvale as a "Car-Dependent City," with a 23/100 walkability score. Improving this score was a widely supported quality of life improvement.

This project's process included conventional planning techniques, as well as unique methods related to public outreach, analysis, project alternatives selection and stakeholder involvement:

*Public Outreach* - This project's outreach strategy relied heavily on non-traditional approaches, particularly "piggybacking" on other popular community events and by creating a strong online presence. This approach was informed by City staff input who felt there would likely be low turnout at more traditional, stand-alone planning events. Eastvale's reputation as a "tech savvy" community was borne out by the online survey of nearly 500 responses, most with additional comments.

*GIS Modeling* - A new GIS methodology was developed to reveal "low stress" neighborhood routes within Eastvale's traditionally suburban street "loops and lollipops" network of arterials and cul-de-sacs to connect residential neighborhoods with parks, schools and retail centers. This methodology was later presented at a national mobility conference.

*Multiple Facilities* - Because it was only recently incorporated, many of Eastvale's streets are wider than they need to be, a relatively uncommon problem. This allowed for a novel planning approach in which multiple alternative solutions could be considered. For example, many arterials not only have more lanes than needed, they also have large right-of-ways the City must maintain and irrigate. An option in this plan is to convert some of the space to "low-stress" pathways, while retaining as many existing trees as possible.

*Graphic Emphasis* - Because this is Eastvale's first dedicated bicycle master plan, and the "state of practice" in bicycle planning is rapidly evolving, this plan relied heavily on 3D models, maps, photographs and other graphics to illustrate proposed facilities and concepts.

*Stakeholder Collaboration* - Due to Eastvale's recent incorporation and subsequent rapid development, existing conditions and future projects data were sometimes lacking. Stakeholder input, particularly City staff, was indispensable to ensure that recommendations were appropriate for current and future contexts.



**CLIENT**

- City of Eastvale
- George Alvarez
- 951 703-4471
- galvarez@eastvaleca.gov

**PROJECT DATES**

- Completed 2016

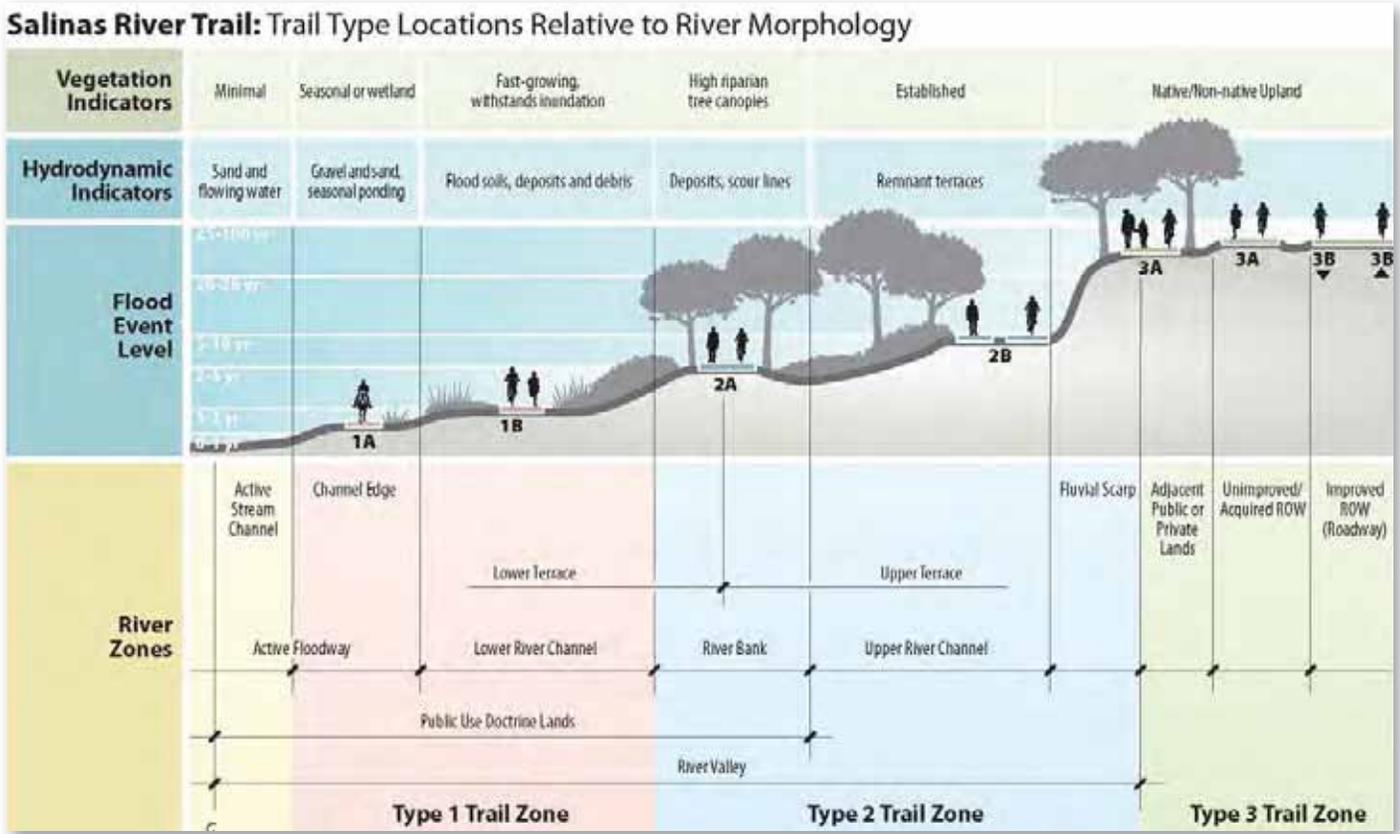
**SERVICES**

- Bicycle Master Planning
- Community Engagement
- GIS Analysis

**KTUA KEY PERSONNEL**

- John Holloway
- Joe Punsalan





KTUA provided consultant services to the San Luis Obispo County Organization of Governments (SLOCOG) for trail planning, landscape architectural and environmental expertise in preparing a trails master plan through northern San Luis Obispo County along the Salinas River. The communities along the river approached SLOCOG about initiating and obtaining funding for the plan, which will provide connections over approximately 35 miles, much of it within the nationally designated historic Anza Trail corridor.

The master plan defines both feasible short-term and desirable long-term alignments. Plan tasks included assessing existing conditions, analyzing opportunities and constraints, developing design criteria, trail alignment alternatives, an implementation plan and extensive public input, including coordination with a steering committee with representatives from communities along the Salinas River, County of San Luis Obispo Parks, Caltrans and the National Parks Service. Outreach included public workshops, a project web site and social media accounts, as well as a web-based survey to engage stakeholders and the interested public in the identification and refinement of future trail options. Workshops focused on the identification of objectives, issues and concerns, ideas for future trail routing, a review of opportunities and constraints, alternatives analysis and selection and presenting a draft master plan.

The plan serves as a funding resource and as an implementation guide so that the communities along the river can construct individual segments over time and ensure that these pieces will ultimately be part of a coherent trail system that supports regional economic vitality as both a recreation and transportation enhancement.

**CLIENT**

- San Luis Obispo Council of Governments
- Ron De Carli
- t: 805 781.4219
- e: rdecarli@slocog.org

**STATUS**

- Completed 2014

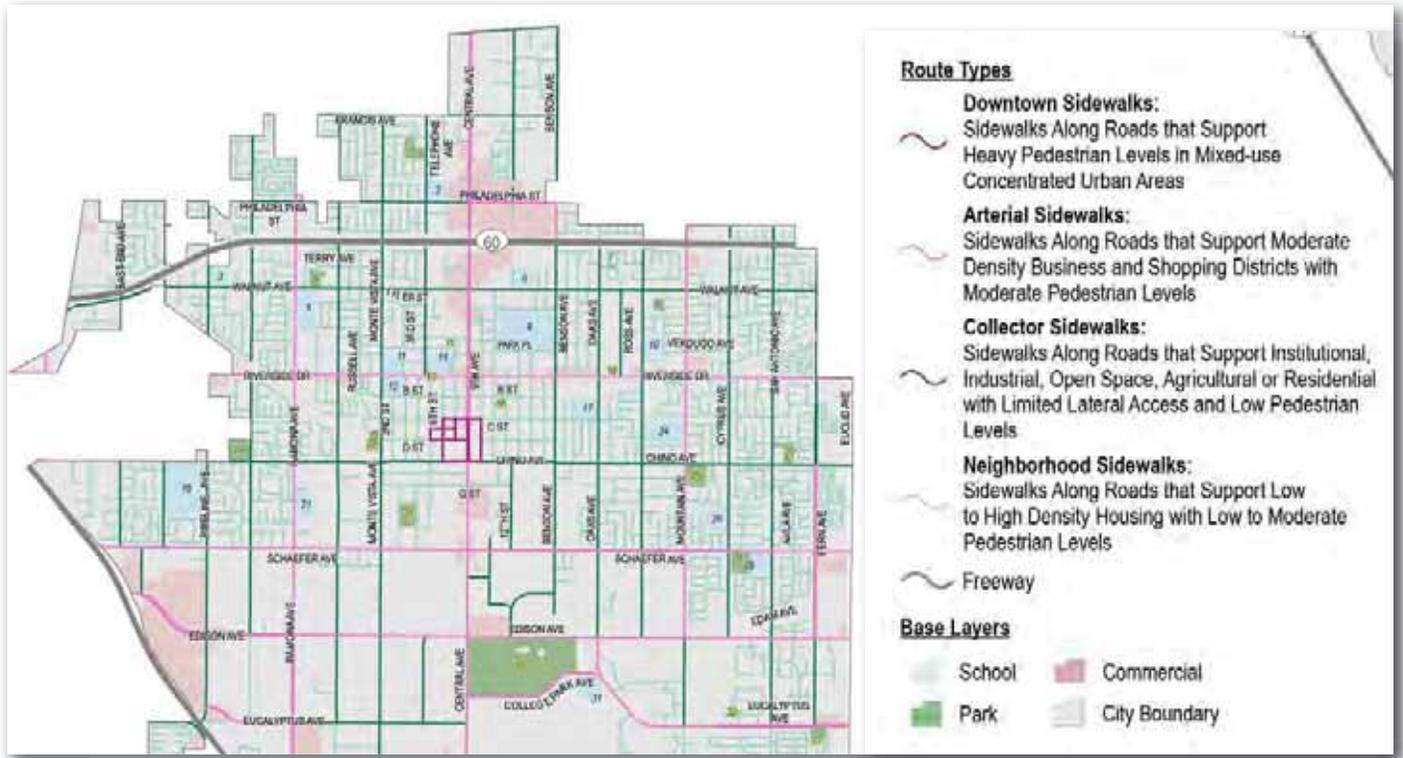
**SERVICES**

- Trail Planning
- Community Engagement

**KEY PERSONNEL**

- John Holloway
- Mike Singleton
- Joe Punsalan

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.



The Chino Bicycle and Pedestrian Master Plan is the City’s first active transportation plan and serves as a guide for the implementation of a network of quality bicycle and pedestrian facilities to improve mobility and connectivity, increase transportation options, improve public health and physical activity, enhance recreational opportunities, reduce environmental impacts of the transportation system, and enhance the overall quality of life for the Chino community.

The plan proposed improved and expanded pedestrian and bicycle facilities (including parklets), with a focus on improved connectivity within the City. The plan ensures that pedestrian and bicycle networks provide direct connections between major activity centers, minimize conflicts with other modes of transportation, and improve bicycle and pedestrian access and safety to schools and public transportation stops.

The final plan included a prioritized list of pedestrian and bicycle projects identified through the stakeholder and outreach process. The final plan also addressed the six “Es” of bicycle planning, design guidelines, bicycle and pedestrian toolkits and a comprehensive funding section to assist the City in applying for grants. An additional task was to develop a conceptual design for a top priority project to make it grant ready.

**CLIENT**

- City of Chino
- Michael Hitz
- 909 334-3448
- mhit@cityofchino.org

**STATUS**

- Completed 2016

**SERVICES**

- Bicycle Master Planning
- Pedestrian Master Planning
- GIS Analysis
- Community Engagement
- Spanish Translation

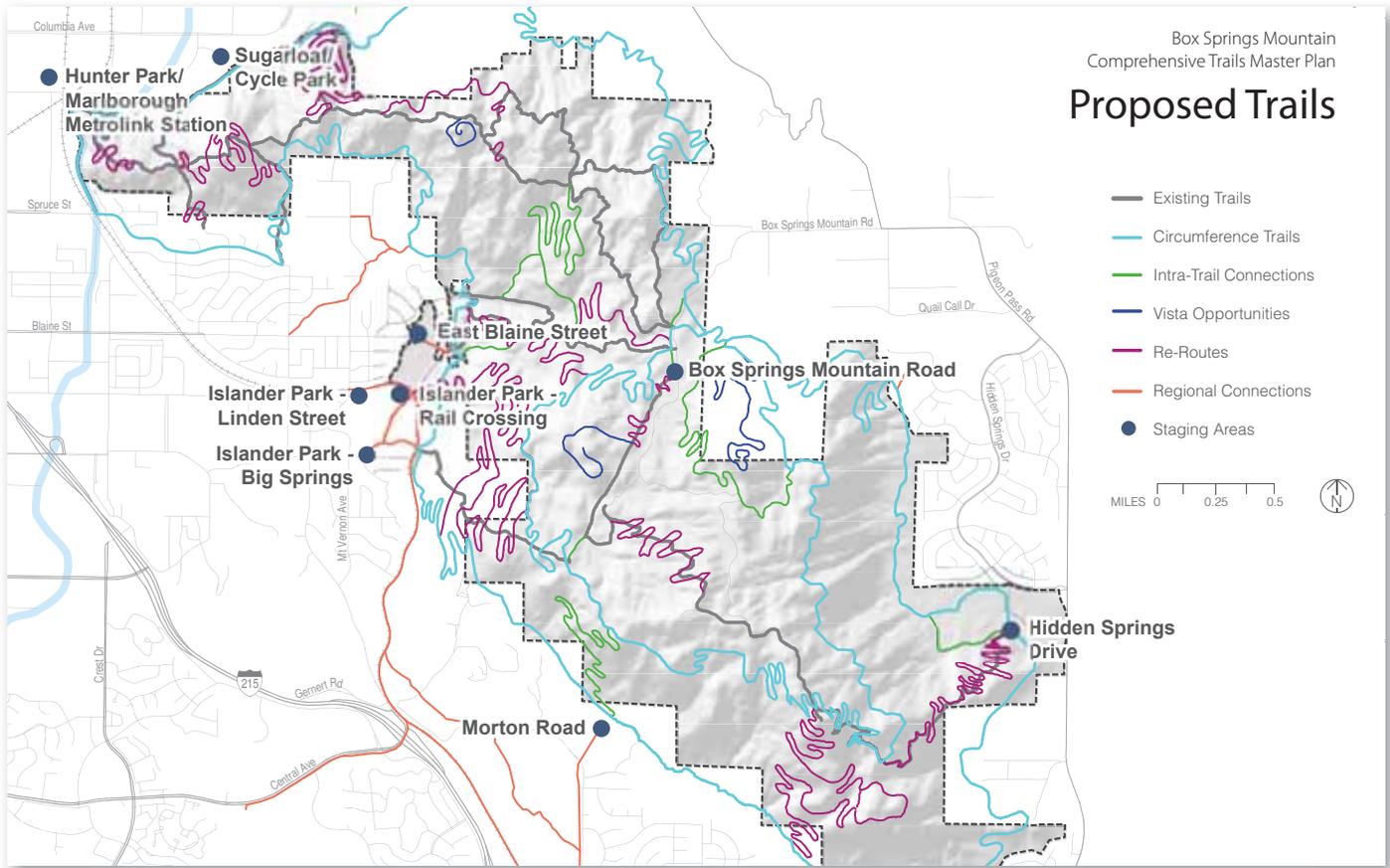
**KEY PERSONNEL**

- Joe Punsalan
- Jacob Leon



*I just wanted to say that your presentation to our Council on Tuesday was excellent, and well-paced based upon the agenda. I also wanted to say that you and your firm really are top-notch in this field, and handled the many challenges in Chino with skill and professionalism. Please convey to the rest of your staff the appreciation we have for your excellent work, and the collaboration that we had on this project. I hope we get to work together again in the future.*

Nicholas S. Liguori, AICP  
Director of Community Development, City of Chino



Box Springs Mountain Reserve is 2,329 acres of picturesque rocky peaks located between Riverside and Moreno Valley, rising immediately northeast of the Interstate 215/ State Route 60 interchange where a large “M” is clearly visible just below the southern-most peak. Because it abruptly emerges out of relatively flat terrain, trail users can enjoy spectacular views of the surrounding area and other distant mountain ranges from almost anywhere within the Reserve. It is bounded by residential development, but little formal planning has been done since it became County open space. Hikers and equestrians have been its primary users, but it is becoming popular with the mountain biking community. Unfortunately, many of its existing trails are unsustainably steep and suffer from extensive erosion, and trail connections within the Reserve and with its surrounding communities are limited. There is great potential for a quality trail system serving the local area and the surrounding region.

This comprehensive trails master plan addressed both the Reserve and its surrounding area, including regional connectivity, assessing existing trails and staging areas, conceptual design of new trails, and the development of sustainable design and maintenance standards to be used for this Reserve and the County’s other open space reserves that highlight a positive trail experience. New trails are planned to replace the most unsustainably steep existing routes, including technically challenging trails to take advantage of the Reserve’s abundant rock outcrops. Also, a paved route along an existing rail line will directly connect Moreno Valley and Riverside, a “low stress” off-street route that will also provide access to the Reserve without having to drive there. Both of these facilities were requested in public outreach comments. This plan supports future acquisition decisions for an improved open space recreational trail system and staging areas in and surrounding the Box Springs Mountain Reserve.

**CLIENT**

- County of Riverside Regional Parks and Open-Space District
- Marc Brewer
- t: 951 955-4316
- e: mbrewer@rivcoparks.org

**STATUS**

- Completed 2015

**SERVICES**

- Trail Planning

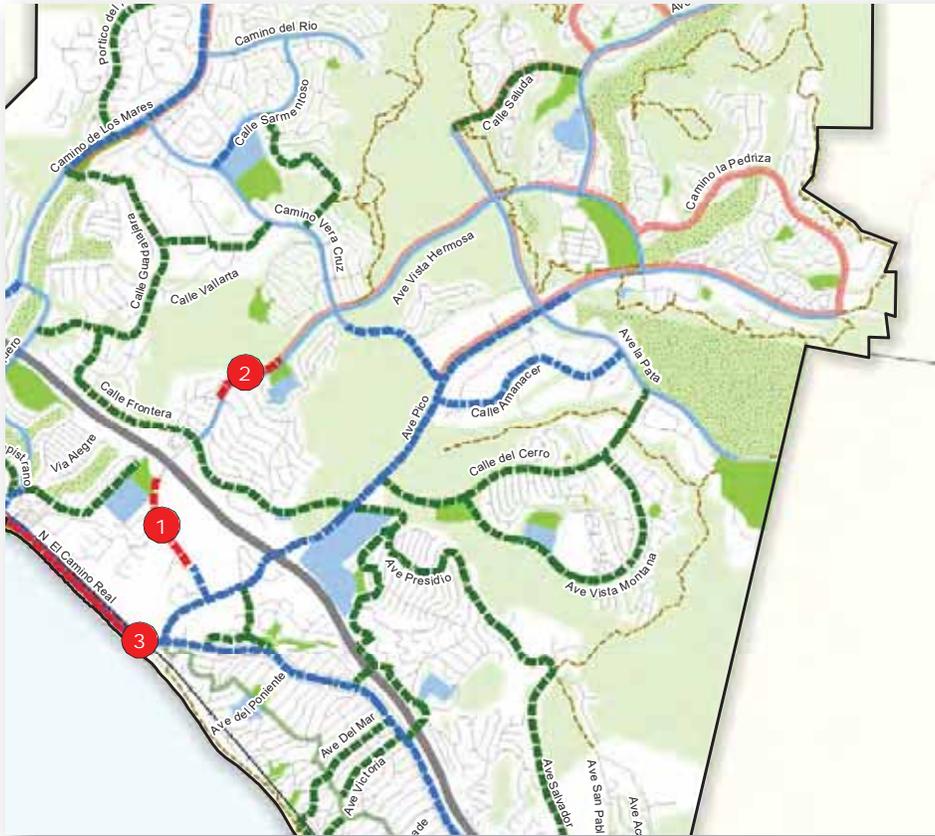
**KEY PERSONNEL**

- John Holloway
- Diana Smith

**AWARDS**

- 2016 California Trails & Greenways
- 2016 APA Inland Empire
- 2016 ASLA San Diego
- 2016 National Association of County Park and Recreation Officials

City of Paso Robles  
 Community Development Dept.



The City of San Clemente’s Bicycle and Pedestrian Master Plan analyzed the existing bike and pedestrian network and identified recommendations and implementation tools to create a safe, connected, and consistent system within the city. It also created connections with the existing system of regional bikeways in the southern Orange County area. The plan recommended additional programmatic improvements, particularly programs and policies related to education, encouragement, enforcement, evaluation, and planning to encourage more people to ride or walk, as an alternative to driving. The education and outreach programs were designed for implementation by the City, the school district, volunteers and the Orange County Sheriff’s Office.

Plan recommendations addressed hilly terrain and significant grade changes, connections through Interstate 5 interchanges, existing informal pathways, low volume streets without sidewalks, access to the beach, bicycle parking, employment site amenities, education programs for drivers and cyclists, and Safe Routes to School programs.

The recommendations were based on public input, coordination with city departments and community groups, as well as best practices employed by agencies around the country. Recommendations were in accordance with the American Association of State Highway and Transportation Officials (AASHTO) *Guide for the Development of Bicycle Facilities* and the *Manual of Uniform Traffic Control Devices (MUTCD)*, among others. Substantial sections of the Los Angeles County *Model Design Manual for Living Streets* were also incorporated. The plan satisfies the requirements of the California Bicycle Transportation Act (BTA, 1994). With Caltrans approval, this certifies the city’s eligibility for state-distributed bicycle facility funding.

Plan implementation will be multi-faceted and long-term. Besides the adoption of goals and policies, the plan includes the implementation of programs and the pursuit of project funding through the City’s capital improvements project process and grants.

**CLIENT**

- City of San Clemente
- Cliff Jones, Associate Planner
- 949 361-6186
- jonesc@san-clemente.org

**STATUS**

- Completed 2013

**SERVICES**

- Bicycle Master Planning
- Pedestrian Master Planning
- Safe Routes to School Planning
- Community Engagement
- GIS Analysis

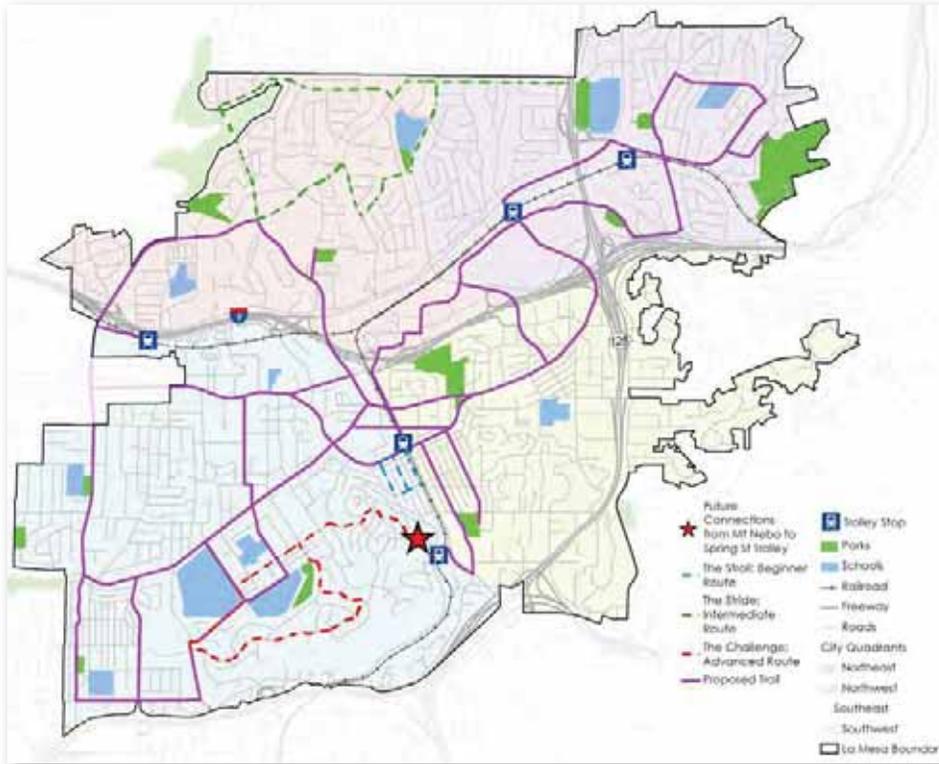
**KTUA KEY PERSONNEL**

- John Holloway
- Joe Punsalan

**AWARDS**

- APA Orange County Section Honor Award
- APA California Chapter Honor Award

RECEIVED  
 3/10/17  
 City of Paso Robles  
 Community Development Dept.



The La Mesa Urban Trail Mobility Action Plan goal was to bring together the City's many ongoing planning efforts to establish a prioritized pedestrian urban trail network that supported and encouraged the use of alternative modes of transportation for exercise and mobility. Through an innovative and robust outreach program, participants collected data, provided input, identified their preferred urban trail alignments, and learned how to use the bus and trolley systems, all while getting exercise and meeting their neighbors. Outreach was also conducted through Helix and Grossmont High Schools and La Mesa's CX-3 after-school program to gather youth input on the trails and to educate interested students about urban planning and design.

The plan established an urban trails network connecting neighborhoods and key destinations throughout the City. Nineteen trail segments totaling 22 miles were identified and prioritized for implementation based on criteria such as connectivity, safety and trail experience. Opportunities for landscape treatments such as urban forestry, urban runoff and stormwater retention were identified in each trail corridor. Implementation and way-finding strategies were also included. As a result of the analysis and recommendations process, the City now has multi-benefit, grant-ready projects primed to secure funding for implementation.

Culminating the public input period, a citywide event, *Connect La Mesa Block Party*, was held to present the trails, engage residents and provide education on alternative modes of transportation. More than 350 people attended the event and provided their input on final trail configurations. Supporting activities at the block party included yoga, a parklet design competition, food trucks, a protected bicycle lane demonstration, bicycle rodeo, nature walk, geocaching, student art and urban trail competitions, sidewalk art and prize giveaways.



**CLIENT**

- City of La Mesa
- Misty Thompson
- 619 667-1319
- mthompson@ci.la-mesa.ca.us

**STATUS**

- Completed 2016

**SERVICES**

- Urban Pedestrian Planning
- Community Engagement

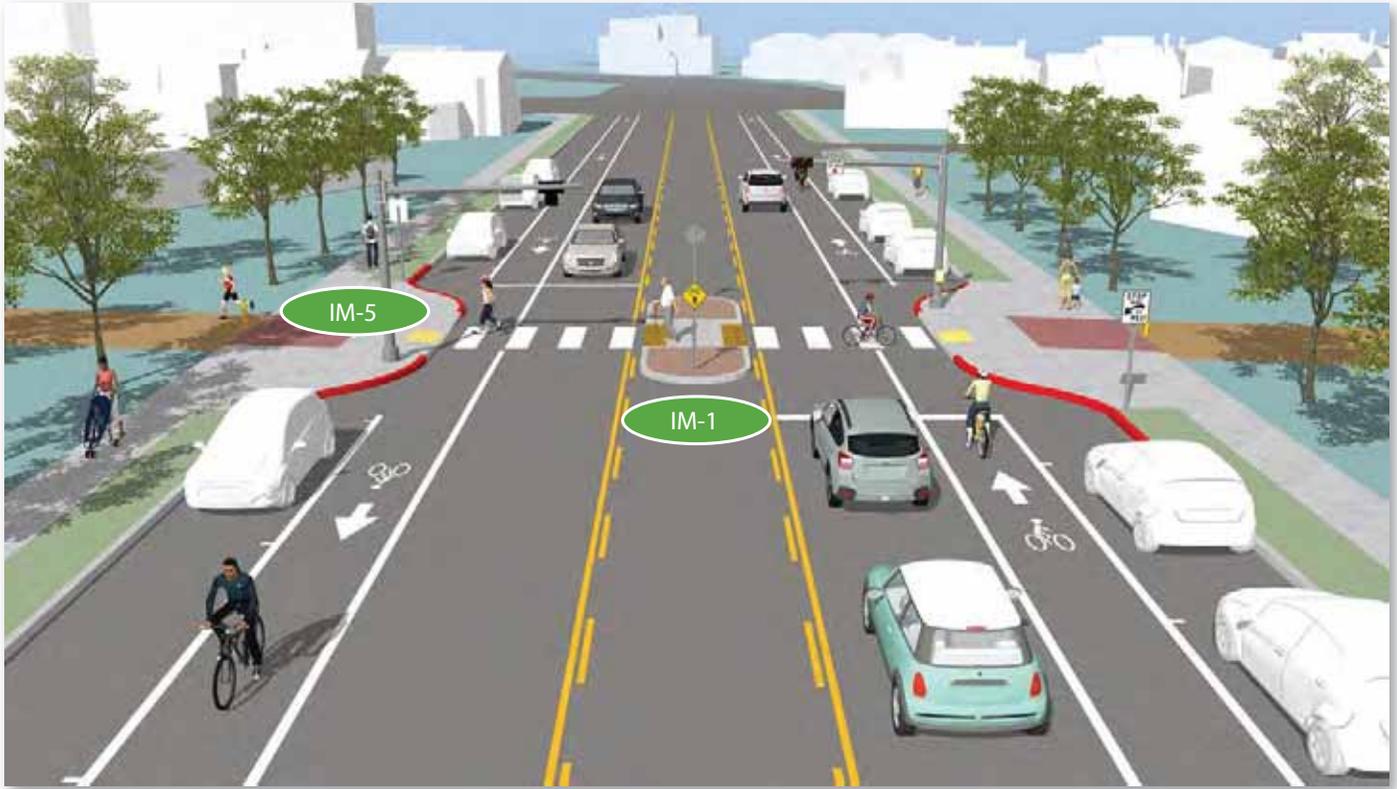
**KTUA KEY PERSONNEL**

- Joe Punsalan
- Jacob Leon
- Kristin Killackey

**AWARDS**

- 2016 APA San Diego Section
- 2016 APA California
- 2016 Circulate San Diego
- 2016 WTS San Diego

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.



KTUA created a set of guidelines for elected officials, planning staff, community organizations and other interested parties to promote and create bicycle and pedestrian friendly neighborhoods and communities. The guide includes solutions tailored to small and mid-sized cities (population <200,000) throughout the nation, particularly those with a high percentage of low and moderate income (LMI) individuals.

The guidelines are graphically-rich and accessible to a range of users. Key components include a discussion of the benefits and barriers of walking and biking; a community self-assessment tool; a planning process guide; design guidelines for land use, streets, intersections, bikeways and pedestrian facilities; an implementation guide; and case studies showing real world examples of pedestrian and bicycle improvements in comparable communities. To ensure the guidelines reflect best practices and the diversity of intended users, a Review Committee – comprising nationally renowned planning experts – provided project oversight.

A comprehensive community self-assessment tool was devised for guideline users to evaluate their community’s walkability and bikeability. The tool’s greatest strength is its inclusion of a menu of data collection and assessment approaches that allows guideline users to select methods based on level of effort and resources required. This makes the guidelines accessible to a range of users and agencies, irrespective of level of sophistication and/or capacity.

The design guidelines use 3D models, images and other graphics to demonstrate complex concepts, in particular the coordination of different design elements required to create walkable and bikeable places. Design guidelines are presented as succinct written directives, identified by unique codes (e.g. BG-4), and supported by 3D models illustrating the concepts. These codes are intended to simplify implementation and facilitate the funding processes.

**CLIENT**

- U.S. Department of Housing & Urban Development
- Luis Borray, Contract Manager
- 202 708-4370 x5889
- luis.f.borray@hud.gov

**STATUS**

- Completed 2016

**KTUA KEY PERSONNEL**

- Mike Singleton
- Juan Alberto Bonilla
- Jacob Leon

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.



The area in the City of Santa Ana between the Regional Transportation Center (SARTC) and Downtown includes a variety of land uses: transit oriented development, high density housing, schools, churches, recreational centers, parks, transportation center and commercial. The resulting transportation modes to service this area cover a broad spectrum including pedestrian, bicyclist, transit and motorist. Although the scale of Downtown and the SARTC are walkable and bikeable, the study area faces multiple challenges resulting from high vehicle speeds, wide streets, a lack of bicycle facilities, the presence of schools, uncontrolled pedestrian crossings, and unsafe access to transit and shopping.

To address these challenges, KTUA worked with the City to develop a Downtown Complete Streets Plan between Downtown and the Santa Ana Regional Transportation Center to improve access and mobility for all modes. The plan identified Complete Streets methods and designs to improve these modes within and around Downtown.

A large multi-lingual public outreach component included surveys, community advisory meetings, and a neighborhood workshop - a consecutive three-day workshop where walking and biking tours were conducted to gather input and intimately experience the Downtown area. The outcome was a plan with detailed recommendations for physical changes to streets, sidewalks and intersections that supports safe, active transportation along and across this study area. Through the public input process, stakeholder collaboration and primarily through the neighborhood workshop, five priority projects were identified and developed with preliminary designs. These concepts included planning level designs, 3D illustrations and costs estimates. The five projects were uniquely branded during the workshops with unique names such as Who's on Third (Third Street), First on First (First Street), Cycle Track Square (Downtown to SARTC connection), Civic Duty (Civic Center Drive) and Ross is Boss (Ross Street).

These five projects serve as the basis for current and future grant funding applications to enable the City to prepare engineering and implementation plans.

**CLIENT**

- City of Santa Ana
- Cory Wilkerson, 714 647-5643
- cwilkerson@santa-ana.org

**STATUS**

- Completed 2015

**SERVICES**

- Complete Street Planning
- Community Engagement

**KTUA KEY PERSONNEL**

- Mike Singleton
- Joe Punsalan
- Jacob Leon

**AWARDS**

- 2016 APA Orange County Transportation and Best Practices Awards
- 2015 ULI Orange County Sustainability Award

*The recommendations from this plan have enabled the City to secure more than \$13.7M in implementation funding.*

RECEIVED  
3/17  
Community Development Dept.



The SANBAG Safe Routes to School Phase II Plan is a regional planning effort to collect and analyze infrastructure and program data for 55 schools within the County of San Bernardino in correspondence with National Center for Safe Routes to School. This planning effort provides guidance to establishing Safe Routes to School plans, programs and priority projects.

KTUA was part of a team that worked together to achieve the following:

- Conducted walk audits at 55 schools across participating cities within the County of San Bernardino, not originally included in Phase I. KTUA conducted walk audits at 13 schools (ten elementary schools, two middle schools and one high school within the Ontario-Montclair, San Bernardino, and the Morongo School Districts) and hosted an event at California State University San Bernardino.
- Created a survey for students and staff that asked questions regarding their commute experience to and from the university.
- Analyzed data collected during Phase I as well as data from new participating cities.
- Evaluated existing infrastructure conditions for the schools prior to the walk audits
- Created walk audit maps and outreach materials including table maps, walk audit maps, flyers and signage.
- Summarized and analyze data collected at walk audits
- Created summaries for each of the schools
- Developed recommendations for each of the schools

The three main challenges associated with the walk audits and outreach events were:

- Gaining support and participation from the school district and the principals for each of the selected schools.
- Completing the walk audits in a timely manner that worked well with each of the schools' unique schedules.
- Ensuring the highest quality and quantity of walk audit participation and data collection.

This Safe Routes to School plan had several unique features associated with it. First and foremost, was the clear distinction between the high desert cities and schools in contrast to the schools in the urbanized region of San Bernardino County. The schools in the Morongo Unified School District had several issues and needs that were different from the other schools. The varying desert landscape, sparse land use development and street network contrasted greatly to the suburban, gridded land use development and street network of the schools in the western region of the County.



**CLIENT**

- SBCTA
- Josh Lee
- (909) 884-8276
- jlee@sanbag.ca.gov

**STATUS**

- Ongoing 2017

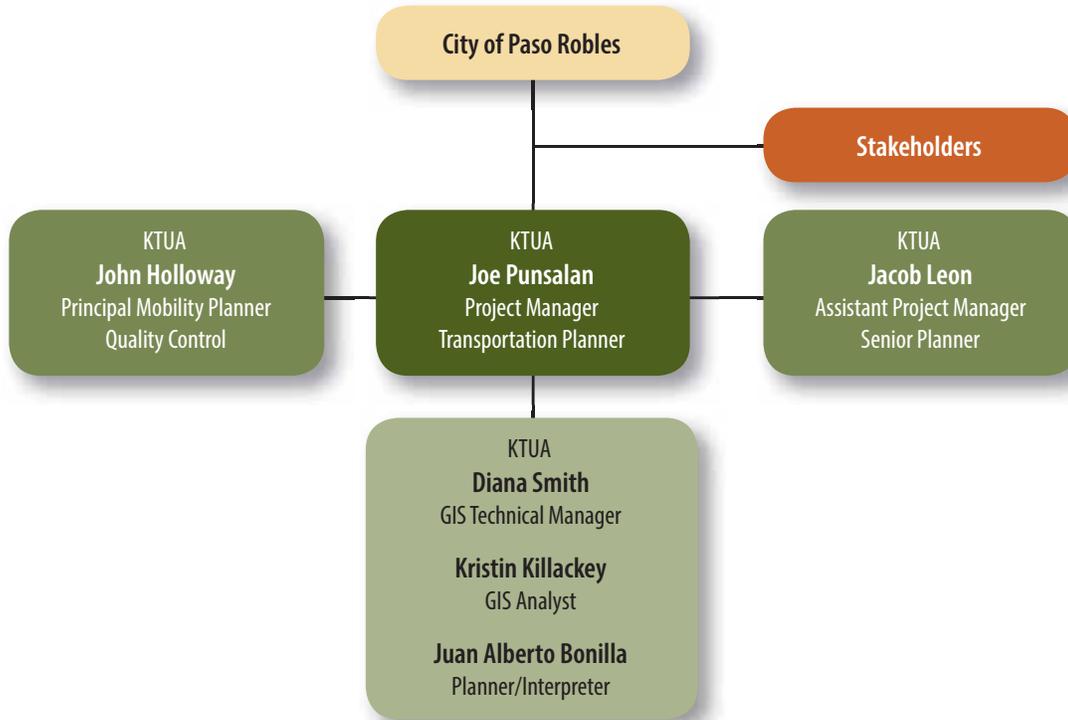
**SERVICES**

- SRTS Planning
- Community Engagement

**KTUA KEY PERSONNEL**

- Joe Punsalan
- Jacob Leon
- Kristin Killackey
- Juan Alberto Bonilla





### KTUA Staffing Plan

KTUA utilizes the Resource Planning module of Deltek Vision for weekly staff scheduling, allowing us to accurately schedule staff resources with the appropriate experience to meet project deadlines. Staffing responsibilities include the following:

1. The assigned project manager is involved in the review of the scope, the preparation of the fee and the contract negotiation.
2. The project manager works with the client to develop and validate the overall goals and objectives of the project, as well as identify project issues, requirements, budgets, milestones, deadlines, and design parameters.
3. A project schedule is developed by the project manager indicating all submittals and review periods. The QC manager reviews the schedule to assure that adequate time has been allocated for implementation of the quality control process, including review and coordination of consultant work, and corrections and revisions identified in the QC process.
4. The KTUA policy is to assign a team of experienced professionals that stay with the project from concept through completion, ensuring seamless integration from one phase to the next.

*Key KTUA personnel are available for the duration of the project. Key staff will not be removed or replaced without the prior consent of the City of Paso Robles.*

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

Joe Punsalan manages large-scale active transportation planning projects such as complete street plans and corridor studies; active transportation plans; first/last mile connectivity and transit supportive plans; and trail and accessibility studies. He is responsible for scope development; data analysis; public engagement and facilitation of walk and roll audits and demonstration projects; report writing; grant writing and reporting; and staff and consultant team management. Joe is a regular presenter at conferences sharing about the unique planning and outreach approaches from various projects. As an avid cyclist, Joe has knowledge of roadway conditions and obstacles that face cyclists and pedestrians every day. Additionally, Joe has a background in GIS for mapping, research and analysis.

#### **City of Desert Hot Springs Bicycle and Pedestrian Master Plan**

Project manager and lead planner for the developing the City's first bicycle and pedestrian master plan. Responsibilities include, bicycle network planning, presenting at workshops and council meetings, suitability modeling and document production. Due to the lack of civic engagement in the City, strategies for public input included raffle prizes, active workshop participation and outreach to schools and local walking groups. Workshop turnouts were very successful and responses were positive. This project included diagrammatic design of the top five priority corridors selected through analysis and public input. Provided oversight and quality control on these five corridor designs, and cost estimates. Due to the tight grant schedule, expedited all tasks to meet the grant deadline.

#### **City of Chino Bicycle and Pedestrian Master Plan**

Project manager responsible for task assignments, budgeting and scheduling. Additional duties include outreach coordination, stakeholder meeting and workshop facilitation and data collection. Assisted in developing a GIS-based bicycle boulevard/low stress routing tool for identifying routes conducive for shared bicycle facilities. Developed criteria for bicycle and pedestrian facility assessment, project development and prioritization.

#### **City of National City SMART Foundation**

KTUA project manager in charge of coordination, data collection, public outreach plan, report production and management of staff and sub-consultants. Technical responsibilities included GIS-based hot spot analysis, crime and collision data collection and analysis, pedestrian and bicycle propensity modeling, development of recommendations and project design review. Public outreach responsibilities included walk audits, presentations, focus group and public workshops.

#### **City of La Mesa Urban Trails Mobility Action Plan**

Project manager in charge of planning and outreach for the City's Urban Trail Plan. This project was a culmination of KTUA previous work with the City's Bicycle Master Plan and Parks Master Plan by building upon the existing urban trail and proposed urban trails studied in these plans. Supervised the data collection, trail prioritization, document production and a workshop event that drew over 350 attendees. He worked closely with middle and high school students to teach urban planning design and concepts in support of participation in the community workshop.

#### **City of Santa Ana Complete Streets Plan**

Project manager for stakeholder and public outreach coordination, workshop and meeting facilitation, data gathering and analysis including bicycle and pedestrian level of traffic stress and collision assessment. Responsible for coordination between traffic engineering and outreach sub-consultants. Other tasks include preparing materials, organizing walk audit routing, leading a bike tour during a three-day charrette, document and presentation preparation, bike and pedestrian project development and cost estimating.



#### **EDUCATION**

- B.A., Geography, California State University, Sacramento, 1998

#### **REGISTRATION**

- ITE Professional Transportation Planner
- LEED Green Associate
- GISP, GIS Certification Institute
- League of American Bicyclists League Certified Instructor #2000

#### **AFFILIATIONS**

- Association of Pedestrian and Bicycle Professionals, Student Outreach Chair, San Diego Chapter
- Rails to Trails Enhanced Bicycle Facilities Document Peer Review

#### **RECOGNITION**

- 2016 APA San Diego, City of La Mesa Urban Trails Mobility Action Plan
- 2016 APA Orange County, City of Santa Ana Downtown Complete Streets Plan
- 2015 WTS and APA, City Heights Urban Greening Plan
- 2015 APA San Diego and California, National City SMART Foundation
- 2015 ULI Orange County, Santa Ana Complete Streets Plan

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.



Combining his interest in outdoor activities with his professional planning and design background, John provides both technical and functional expertise in pedestrian, bicycle and trail planning and design. John combines his daily bicycle commuter experience with knowledge of the critical components of successful circulation systems. Much of his recent volunteer work has been directed at developing antidotes to the decades-long reduction in outdoor activity and the resulting childhood obesity epidemic, especially attracting kids and their parents back to the outdoors with age-appropriate activities and facilities that appeal to their sense of fun and adventure.

#### **City of Goleta Bicycle and Pedestrian Master Plan**

Principal and project manager for scope emphasizing robust public participation, developing a citywide active transportation network and implementation plan, and a menu of supportive programs. Because bicycle planning "state of practice" is rapidly evolving, the final document relies heavily on 3D models, maps, photographs and other graphics to illustrate proposed facilities and concepts, which were also used for community outreach, including highly successful "pop-up" events. Reflecting Goleta's active and connected residents, an online survey generated nearly 1,600 responses

#### **City of Temecula Multi-Use Trails and Bikeways Master Plan**

Project manager and mobility planner responsible for a city-wide bicycle and trails master plan update. Tasks included analyzing recreational and commuter requirements, as well as identifying potential connections between transit modes and important destinations, such as Old Town. Project process included updating the existing plan based newer planning decisions, evaluating existing facilities, employing geographic information systems (GIS) for mapping and suitability modeling, a web site with an online survey and community meetings. Plan includes updating design guidelines for new facility development, as well as education and encouragement programs and policies.

#### **City of Eastvale Bicycle Master Plan**

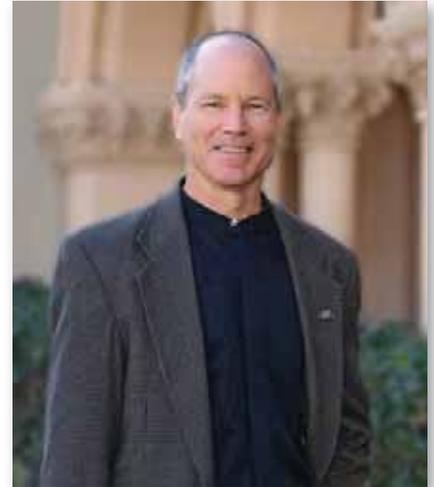
Project manager and mobility planner for the City of Eastvale's first Bicycle Master Plan. Project scope emphasized agency and public participation, needs and demand analysis, developing a citywide bicycle network and implementation plan, and a menu of supportive programs. Because this was their first plan and the "state of practice" in bicycle planning is rapidly evolving, the final document utilized 3D models, maps, photographs and other graphics to illustrate proposed facilities and concepts, which were also used for the community workshops and other outreach. Reflecting Eastvale's active and connected residents, an online survey generated over 500 responses and comments.

#### **City of Moreno Valley Bicycle Master Plan**

Project manager responsible for the preparation of a city wide bicycle facilities master plan. Tasks included analyzing recreational and commuter facility requirements, as well as identifying potential connections between transit modes and important destinations, such as Lake Perris. Process included evaluating existing roadways and bicycle facilities using conventional field techniques, as well as GIS for mapping and bicycling suitability modeling, an on-line survey and two community meetings. Plan includes general design and engineering guidelines for new facility development, as well as education and encouragement programs and policies.

#### **City of San Clemente Bike and Pedestrian Master Plan**

Project manager and mobility planner for the City's mobility master plan, funded in part by a Kaiser Permanente Foundation healthy initiatives program. The goal was to increase bicycle and pedestrian use and foster healthier lifestyles. Recommendations included design standards and bicycle and pedestrian system enhancements. Developing a Safe Routes to School program for all of the city's elementary schools was another component, which involved creating worksheets, maps and facilitating training walk audits for parents, students and administrators.



#### **EDUCATION**

- Bachelor of Science in Biology, University of North Texas, Denton, Texas, 1982
- Master of Landscape Architecture, Texas A&M University, College Station, Texas, 1988

#### **REGISTRATION**

- State of California Landscape Architect, LLA 3734
- League of American Bicyclists Certified Instructor #2008

#### **AFFILIATIONS**

- American Society of Landscape Architects
- Association of Pedestrian and Bicycle Professionals
- San Diego County Bicycle Coalition
- San Diego Mountain Biking Association

#### **RECOGNITION**

- 2016 California Trails & Greenways Merit Award, Box Springs Canyon Comprehensive Trails Master Plan
- 2015 APA Orange County Section Honor Award and APA California Chapter Honor Award, San Clemente Bicycle and Pedestrian Master Plan
- 2014 APA San Diego County Section Honor Award, UCSD Bicycle and Pedestrian Master Plan

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

**JACOB LEON**

Assistant Project Manager  
Mobility Planner/Interpreter

Jacob's dedication to meaningful urban design and effective communication motivates him in all of his active transportation work. Having earned a Bachelor of Landscape Architecture and a Minor in Sustainable Environments, he always emphasizes urban design that addresses cultural, health and environmental issues and solutions. His strong background in 3D modeling and graphic design allows him to produce effective digital and printed media to help illustrate such designs. His experience in active transportation planning includes network and facility design, public outreach, technical drafting and 3D modeling and Spanish/English translation.



**Project Experience**

- City of Goleta Bicycle and Pedestrian Master Plan
- SANBAG Safe Routes to School Phase 2
- City of Eastvale Bicycle Master Plan
- City of Chino Bicycle and Pedestrian Master Plan
- City of La Mesa Urban Trails Mobility Action Plan
- City of Santa Ana Downtown Complete Streets Plan
- City of Santa Ana Central Complete Streets Plan
- City of San Diego City Heights Urban Greening Plan
- City of San Diego Morena Boulevard Station Area Planning Study
- City of Moreno Valley Bicycle Master Plan
- City of Costa Mesa Multi-Use Trail Study
- City of Yucaipa Wildwood Calimesa Trails Master Plan

**EDUCATION**

- Bachelor of Landscape Architecture, Cal Poly, San Luis Obispo, 2013

**REGISTRATION**

- 2014, LEED Green Associate

**AFFILIATIONS**

- American Society of Landscape Architects

**RECOGNITION**

- 2016 APA San Diego, City of La Mesa Urban Trails Mobility Action Plan
- 2016 APA Orange County, City of Santa Ana Downtown Complete Streets Plan
- 2015 WTS and APA, City Heights Urban Greening Plan
- 2015 APA San Diego and California, National City SMART Foundation
- 2015 ULI Orange County, Santa Ana Complete Streets Plan 2014 ESRI Cartography Award
- 2013, ASLA Olmsted Scholar

**SPECIAL SKILLS**

- Spanish fluency

**DIANA SMITH**

GIS Technical Manager

Diana Smith provides GIS support and technical oversight to a variety of projects including transportation planning, landscape architecture and federal planning. Typical duties include data creation/editing, database management, spatial analysis and calculations, CAD data manipulation, mapping (paper and web) and support for field activities. She has extensive knowledge of ArcMap tools and extensions with advanced skills employing ModelBuilder to execute GIS analyses and automate workflows. Strong data management skills with field experience managing large-scale protocol surveys and desktop experience creating and managing both spatial and relational databases. Deep understanding of concepts and theories of geography, applications of GIS (vector and raster approaches) and statistical analysis (both spatial and non-spatial). Highly refined cartographic design and presentation skills. Exceptional written/verbal communication skills, interpersonal skills, and ability to work in a team setting.



**Project Experience**

- City of Temecula Multi-Use Trails and Bikeways Master Plan
- City of Chino Bicycle and Pedestrian Master Plan
- City of Eastvale Bicycle Master Plan
- City of San Marcos Bicycle and Pedestrian Master Plan
- County of Riverside Box Springs Mountain Trails Master Plan, Moreno Valley
- City of Santa Ana Complete Streets Plan
- Vision Zero Corridors, San Diego

**EDUCATION**

- Masters of Science, GIScience, San Diego State University, 2010
- Bachelors of Arts, Geography, Clark University, 2008

**REGISTRATION**

- 2015 GISP

**AFFILIATIONS**

- San Diego Regional GIS Council

**RECOGNITION**

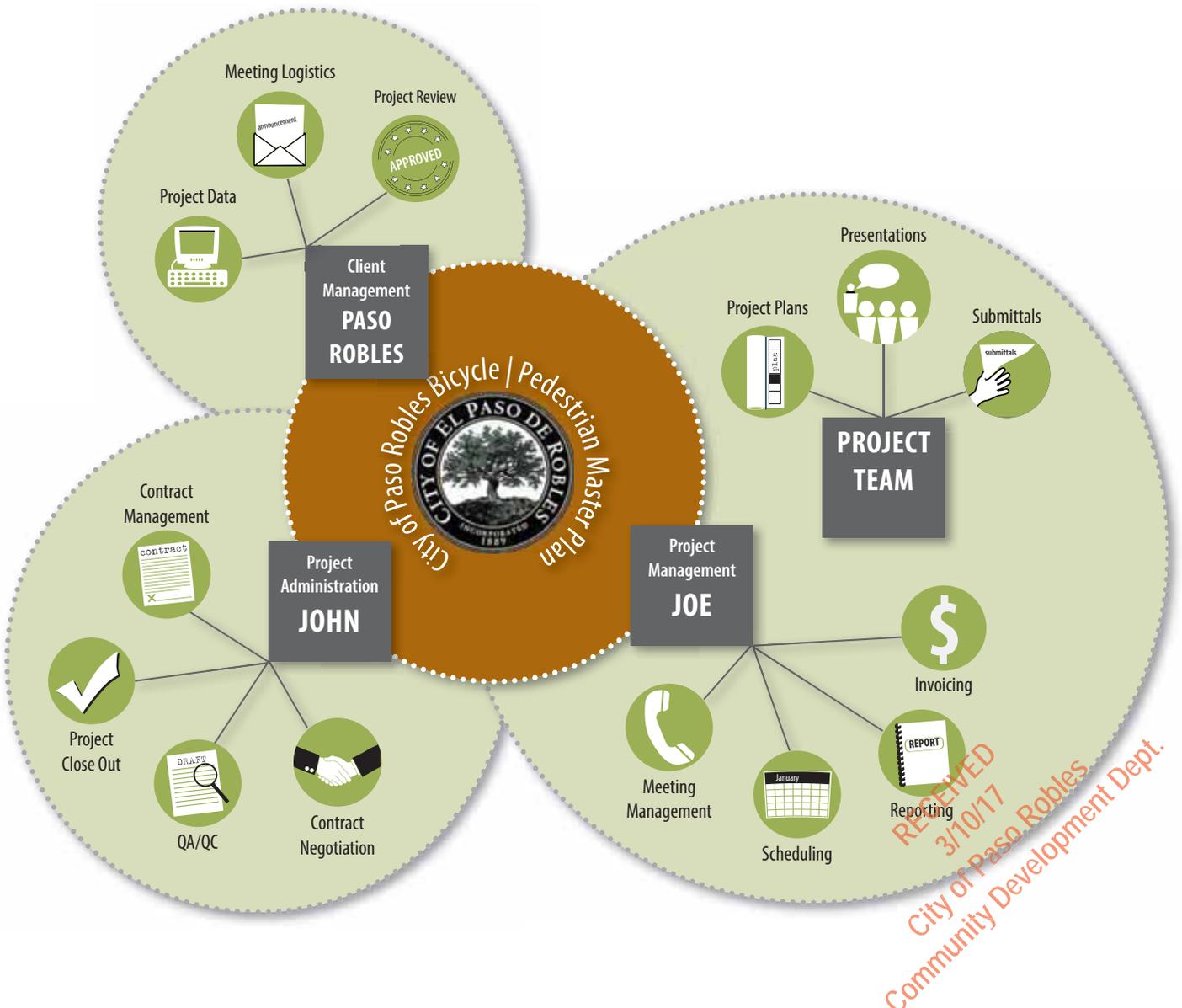
- 2016, Box Springs Mountain Reserve Comprehensive Trails Master Plan, California Trails and Greenways Conference Award Program

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

## References + Communication Plan

KTUA References	Project	KTUA Key Personnel
James Winslow, City of Goleta t: 805 961.7577; e: jwinslow@cityofgoleta.org	City of Goleta Bicycle & Pedestrian Master Plan	Holloway, Leon
Matt Peters, City of Temecula t: 951 694-6408; e: matt.peters@cityoftemecula.org	City of Temecula Multi-Use Trails and Bicycle Master Plan	Holloway, Smith
Cory Wilkerson, City of Santa Ana t: 714 647-5643; e: cwilkerson@santa-ana.org	City of Santa Ana Downtown Complete Streets Plan	Punsalan, Leon
Marc Brewer, County of Riverside Regional Parks and Open-Space District t: 951 955-4316; e: mbrewer@rivcoparks.org	Riverside County Box Springs Mountain Trails Master Plan	Holloway, Punsalan

### COMMUNICATION PLAN



**Railroads, Freeways, and Riverbeds**

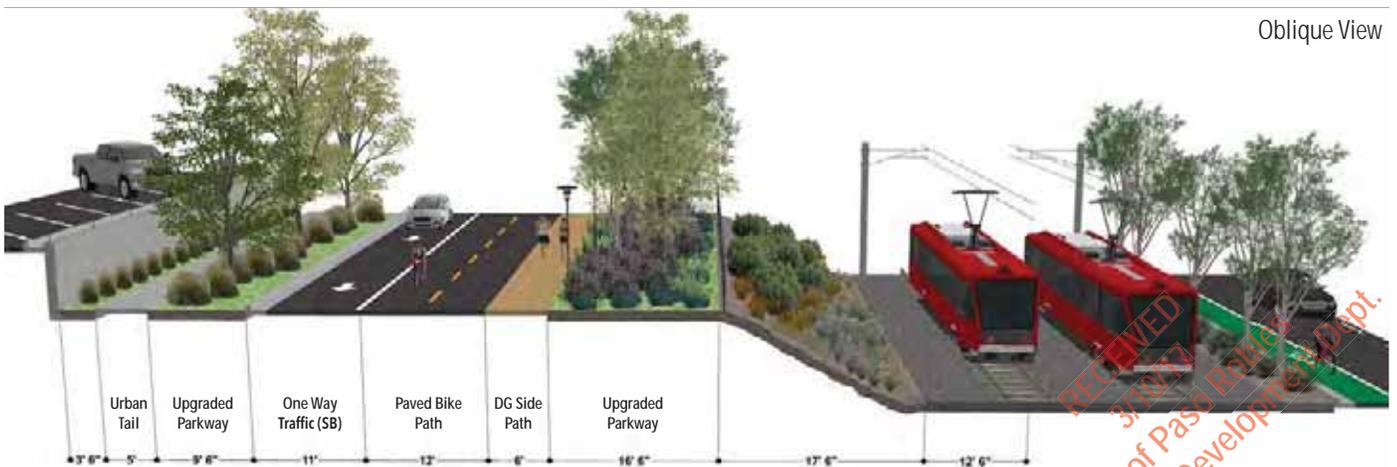
The City of Paso Robles is divided by three linear features: the railroad, Highway 101 and the Salinas River. Railroad grade crossings pose a particularly risky barrier to pedestrians, especially to school children, but creating grade-separated overhead walkways or tunnels involves their own challenges in terms of security, maintenance, accessibility for the disabled, visual impacts and costs. Freeways and river beds limit mobility between parts of the city to the few available bridges and overcrossings that tend to be dominated by motor vehicles. For the most part, these barriers to access are perhaps the greatest challenge of the Paso Robles Bicycle and Pedestrian Master Plan Update. Assessing the existing crossings and identifying pedestrian and bicycle enhancements will improve connectivity between the two sides of the city. For example, 13th Street has existing bike lanes that may provide the opportunity for buffering to increase separation from motor vehicles. High visibility crosswalks may also be recommended along these connections to increase pedestrian visibility.

**Local Connection to Huer Huero Creek Corridor**

The Huer Huero Creek can provide a north-south regional connection to nearby cities, similar to the concepts in the Salinas Creek Trail Master Plan. Because this creek is at the City's eastern edge, it is not easily accessible by residents. Linne Road and Union Road are the primary connections to Huer Huero Creek. Linne Road is a rural route through farmland and vineyards and is a popular weekend destination for local cyclists. It lacks a bicycle facility, but could be a recreational opportunity to connect with the Huer Huero Creek corridor. Not only will it be important to look at multi-use alignments along these corridors, it will be just as important to create viable connections to them. KTUA will look at opportunities to improve the bicycle connectivity to both creek corridors such as bicycle lanes, multi-use paths through easements, available right-of-ways or vacant land.



Oblique View



City of Lemon Grove CONNECT Main Street - Multi-use paths and linear park along Chollas Creek and Trolley R.O.W.

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

**TASK 1: DOCUMENT REVIEW**

**1.1 Review existing documents to ensure consistency with relevant plans**

KTUA will review the documents listed in the RFP Scope of Work, such as the draft Circulation Element Update, the draft Creston Road Complete and Sustainable Streets Corridor Plan, and the bicycle circulation plan, to help identify completed segments and remaining gaps, as well as any active transportation planning priorities that could affect this project's recommendations.

**TASK 2: TRAIL ALIGNMENTS AND CONNECTIONS**

**2.1 Study Salinas River corridor and Huer Huero Creek multi-purpose trail alignments and connections**

In 2014, KTUA prepared the Northern San Luis Obispo County Salinas River Corridor Anza Trail Master Plan that addressed a 35 mile segment between San Miguel and Santa Margarita, including the entire alignment through Paso Robles, referred to in the document as Reaches 4 and 5, on either side of 13th Street. That document notes that: "The regional Salinas River corridor trail system concept grew out of the City of Paso Robles' Salinas River Vision, which included creating a 'destination' trail system along the Salinas River corridor, connecting San Miguel and Santa Margarita." The plan addressed intersecting creek corridors and existing facilities, including the Charolais Corridor, the Salinas Parkway, the River Road and South River Road Trails.

This task's focus will be evaluating such existing and potential connections as part of an overall City bicycle and pedestrian network.

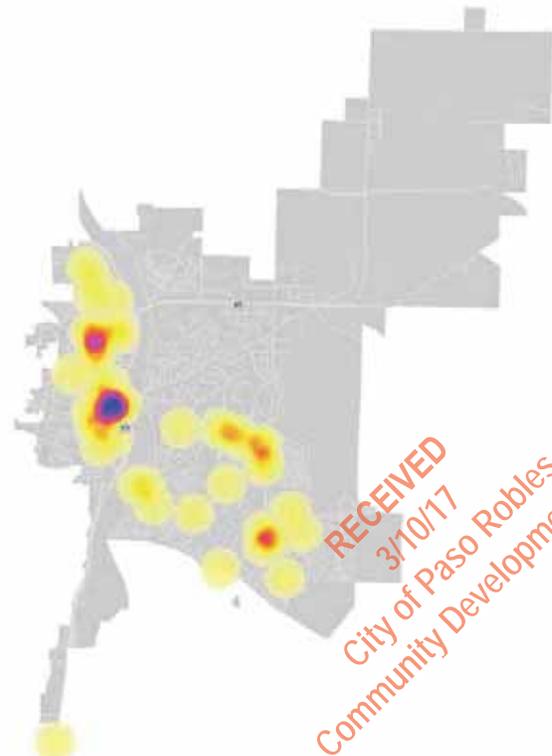
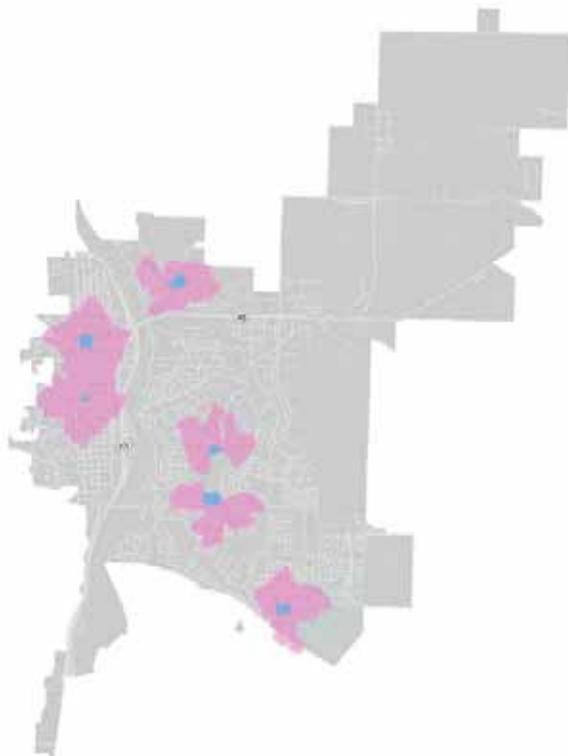
**TASK 3: PEDESTRIAN AUDIT**

Conduct pedestrian network audit to identify deficiencies that hinder safe and convenient access to key destinations such as schools, parks, commercial and employment areas

Addressing an entire city's pedestrian network is initially a desk-top mapping analysis coupled with necessary field verification. KTUA developed and continually updates its GIS-based Bicycle-Pedestrian Priority Model that incorporates available data related to active transportation issues, such as vehicle speeds and volumes, collisions involving bicyclists and pedestrians, the presence or absence of supporting facilities, demographics and vehicle ownership, land use, etc.

This model provides an objective tool to assist in recommending and ranking projects, incorporating variables like land use, demographics, social equity and improved safety, all intended to encourage the development of a cohesive network of complete streets, bicycle-pedestrian connectivity to transit and other destinations such as schools, parks and retail. While many cities and private firms have emulated our model, KTUA constantly builds on it with regression techniques and customizing it to meet each agency's needs.

*City of Paso Robles Walk Time Analysis to Schools (left) and Collision Heat Map (right)*



**RECEIVED**  
3/10/17  
City of Paso Robles  
Community Development Dept.

# Project Approach | Scope of Work

The resulting analysis highlights active transportation “hot spots” within a City prior to extensive on-site evaluation, potentially resulting in significant cost savings. This analysis can also directly incorporate public input, which can further validate analysis results and future recommendations.

Most bicycling recommendations tend to be directly related to specific roadway corridors, but the analysis can also be used to delineate more broadly defined pedestrian focus areas. For areas around schools, a Safe Routes to School analysis is employed, tailored to address the specifics of SRTS concerns, and focusing on existing school attendance catchment areas.

Field verification will be conducted within these SRTS catchment areas and other hot spots identified by the model.

## TASK 4: BICYCLE AND PEDESTRIAN COLLISIONS

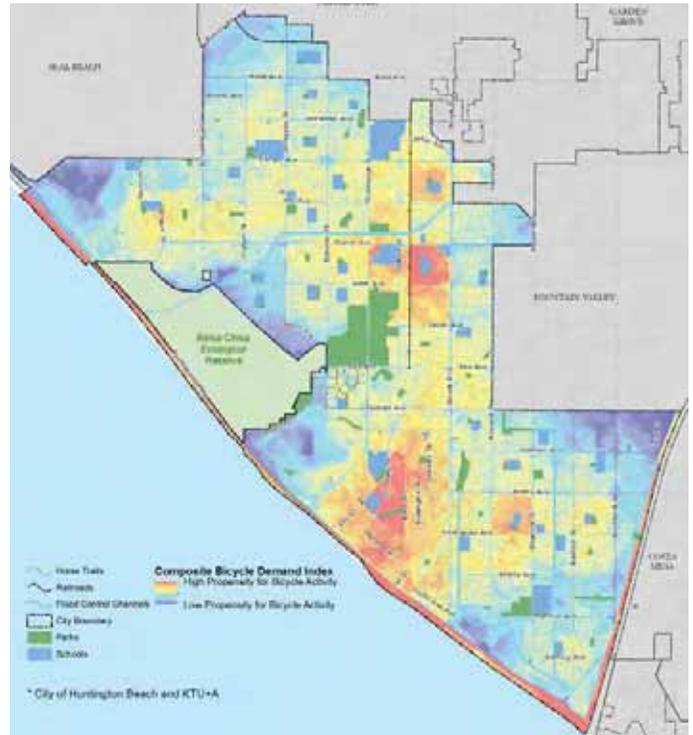
### 4.1 Obtain bicycle and pedestrian collision information

Collision data provide insight into unsafe bicycling patterns and pedestrian environment issues. Collision patterns relative to time of day, time of year and how they correspond to location can highlight specific behavior problems and roadway conditions. For example, a high number of morning or afternoon collisions involving youth may call for increased education for students riding or walking to and from school. Additionally, a pattern of locations like mid-block versus intersection crashes may be evidence of localized problems with visibility, engineering or driver education. A pattern of crashes resulting from wrong-way bicycle riding would suggest additional bicyclist education programs focused on correcting this dangerous behavior.

KTUA will collect collision data through the California Highway Patrol's Statewide Integrated Traffic Records System (SWITRS), UC Berkeley's SafeTREC Transportation Injury Mapping System (TIMS), as well as Paso Robles Police Department records, if

available. KTUA will then analyze the City's bicycle and pedestrian-related collision data to identify particularly where education may address driver/bicyclist/pedestrian issues. This analysis will help inform recommendations, and data on collision location, frequency and type will be incorporated into KTUA's project prioritization modeling.

Additional analysis can include aspects of Caltrans' latest safety planning program as part of its Highway Safety Improvement Program (HSIP) Systematic Safety Analysis Report Program (SSARP). This program uses collision data to help identify areas of improvement where specific countermeasures can be used



City of Huntington Beach Propensity Model



City of Chino Anna Borba Elementary School Walkshed



RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

## Project Approach | Scope of Work

to help cities improve roadway safety for all users - drivers, bicyclists and pedestrians. By utilizing some of these techniques, the City may better position itself for future funding opportunities while strengthening safety.

### TASK 5: COMMUNITY PARTICIPATION

#### 5.1 Compile community participation program

KTUA will develop a Community Participation Program to achieve the following goals:

- Inform and educate the public about the project;
- Involve the public in the process as early as possible so their views can be considered in decision-making;
- Design and facilitate public workshops that lead to group understanding and appropriate design; and
- Clearly define the nature, scope and expected output of public participation activities.

KTUA will work with the City to develop outreach strategies matched to communication needs, as well as the appropriate level and timing of engagement. This can include electronically disseminating meeting notices to neighborhood associations, community-based organizations, youth groups, schools, and churches for distribution to their members.

The RFP suggests forming an Ad Hoc Steering Committee made up of agency and advocacy group representatives. Members would be selected by the City and could provide valuable contribution to the project, such as taking part in the project

**Plan de Calles Completas de Santa Ana Central**  
TALLER DE DISEÑO COMUNITARIO

¿De qué se trata?  
El Plan de Calles Completas de Santa Ana Central es un esfuerzo de planificación que, cuando concluya, ofrecerá una guía para crear una red ciclista y de corredores peatonales que conecten distintos desde y hacia Santa Ana Central.

**Fechas:**  
**Jueves, 2 de junio de 2016**  
6:00 - 7:30 Open House  
**Viernes, 3 de junio de 2016**  
2:00 - 2:30 Registro e Introducción  
2:30 - 3:30 Caminata y paseo ciclista  
4:00 - 5:00 Taller  
**Sábado, 4 de junio de 2016**  
1:00 - 1:30 Registro e Introducción  
1:30 - 2:30 Caminata y paseo ciclista  
3:00 - 4:00 Taller  
**Domingo, 5 de junio de 2016**  
2:00 - 4:00 Open House  
**Sábado, 18 de junio de 2016**  
10:00 - 12:00 Open House

**Programa**  
 Jueves 2/6 9:30 am  
 Viernes 3/6 2-5 pm  
 Sábado 4/6 1-4 pm  
 Domingo 5/6 2-4 pm  
 Sábado 18/6 10:00 am

**¿Por qué asistir?**  
¡Ustedes son los expertos locales! Responderemos sus comentarios para hacer recomendaciones informadas para sus vecindarios. Los invitamos y animamos a participar en todos los días del taller. ¡No se pierdan a participar en las conversaciones, caminatas y paseos ciclistas dentro de Santa Ana Central!

**Lugar:**  
Southwest Senior Center  
2201 W. Pittadown Ave.  
Santa Ana, CA 92704

Para mayor información sobre el proyecto, las caminatas y los paseos ciclistas, por favor visite <http://www.santa-ana.org/completestreets/> ¡Los esperamos!

Inicio: Primavera de 2016 Fin: Primavera de 2017

City of Santa Ana Complete Streets Workshop Announcement - English | Spanish

review and coordination meetings discussed below as Task M-3. For similar projects, KTUA has often arranged to meet with the City staff separately, followed shortly thereafter by a steering committee meeting. Steering committee members have also been very helpful in publicizing active transportation projects, especially the advocacy representatives to their organizations.

#### 5.2 Conduct community participation (Two workshops and other outreach)

Public input is critically important in defining the best walking and biking routes. Local knowledge of a city's everyday bicycling and walking environment is one of the most important information sources we consider. To gather this knowledge, the KTUA team will coordinate and manage two public outreach events. Because virtually all active transportation planning projects include an outreach component, KTUA has significant experience conducting outreach events, including bi-lingual outreach specialists.

KTUA will conduct the public workshops (or other events) as public forums to gather insights into what the community feels are the crucial issues and priorities related to the active transportation system. As an example, the first workshop will focus on helping residents identify active transportation issues and priorities in their community. The second workshop will focus on reviewing the proposed priority projects and potential design solutions. KTUA members will be on-hand to answer questions and facilitate feedback.

KTUA will develop the necessary outreach materials, including PowerPoint presentations, graphic exhibits and large scale aerial color maps.

Encouraging attendance is a key consideration. We have found that conventional public meetings scheduled on weekday evenings are often not well attended. While public involvement generally includes some type of public workshop, instead of conventional meetings, they could be conducted as on-site events or as part of other scheduled city events to help boost



City of Pico Rivera Easter Eggstravaganza Pop-up Workshop

Project Approach | **Scope of Work**

attendance. KTUA has successfully employed this technique for recent trail and mobility projects, especially in cities with demographics similar to Paso Robles. In cities such as Chino, Goleta, and Pico Rivera, KTUA set up booths as part of annual local outdoor events. At most of our recent events, over a hundred citizens stopped by our booth during a morning or afternoon. Successful outreach has taken place at bicycle rides, running events, regional fairs and farmers markets. Local examples could include the Tour of Paso Bike Ride, Art After Dark Paso, Eroica California and the Great Western Bicycle Rally. A blog post by KTUA project manager Joe Punsalan highlights our public outreach techniques: <http://www.ktua.com/blog/2016/04/18/pop-up-event-best-practices/>

These pop-up events often cost considerably less than conventional public meetings due to reduced set-up time. Even so, if public workshops are the preferred venue, workshop agendas will include a brief orientation presentation addressing the overall project study area and goals. This short overview will allow the remaining workshop time to be devoted to public input. The analysis team will be prepared to compile attendees' suggestions and any other comments regarding the study segments. Spanish translation and materials will be provided. KTUA experience in disadvantaged communities have stressed the importance to engage the Hispanic population because many feel their voices are not heard. Announcements, flyers and maps and other workshop materials will be bi-lingual.

For all outreach events, KTUA plots detailed large-scale maps with aerial photo backgrounds on which comments can be placed. We plot such maps in-house using our large format color plotter, which is used primarily to produce public outreach products like this.

Conveying new or unfamiliar ideas to decision-makers, public officials and concerned citizens requires clear visual communication. To do this, KTUA utilizes the latest technology and techniques available. We continually strive to find ways to make complex issues and concepts comprehensible to all through easily understood graphics. This particularly applies to the graphics and mapping we produce for public meetings, much of which often appears in the project document.



City of Colton Pop-Up Cycle Track Demonstration

Other input methods could include online communication, such as surveys. Online surveys can provide an important baseline for driving, walking, transit use and bicycling behavior and preferences throughout the City. Our experience has shown that these online methods are efficient ways to gather relevant information because they allow residents who cannot attend the public workshops or are hesitant to speak in public to voice their opinions, ideas and concerns.

Along with an online survey, other online methods can be used to encourage participants to provide additional site-specific information to help inform the development of viable alternatives, such as online map annotation via the ArcGIS Online app. This app allows anyone with internet access to pinpoint a location on an online map, add a comment, and even a geo-referenced photo, if desired. This app can be part of early project publicity, such as through established city social media channels, and has proven valuable to supplement workshop input. It is assumed that a project page would be maintained on a city website, along with a link to download the app.

A recent example of successful public outreach is the City of Goleta's active transportation planning that gathered nearly 1,600 online survey responses, as well as more than 700 online map comments. Key to the city's outreach success was the robust project publicity campaign the city conducted, employing online and printed marketing and publicity materials highlighted by the highly visible branding KTUA developed specifically for the plan.

Project announcements and status can be provided for the City to distribute via its existing social media channels. Other media relations can include press releases to publicize input and events. Public involvement comments and other input will be compiled to help identify issues and opportunities and summarized in a memo that will become part of the draft document, as well as incorporated as part of project prioritization, if desired.



## Project Approach | Scope of Work

### TASK 6: RECOMMENDED CHANGES

#### 6.1 Develop recommended changes to existing Bicycle Master Plan

Existing BMP review will include evaluating potential changes or updates, especially opportunities for facility upgrades to types not included at the time the BMP was produced, particularly cycle tracks and bicycle boulevards. Both facility types are now being widely recommended and implemented as bicycle network components, due to a widely expressed desire for such "low stress" routes.

#### 6.2 Integrate new goals, policies and actions for plan pedestrian component

#### 6.3 Develop pedestrian circulation plan map, and incorporate into document

While updating the BMP is part of this project, it is understood that the BMP remains a viable planning resource, and it is a new pedestrian component that will form the bulk of project analysis and recommendations.

KTUA will employ GIS analysis to delineate pedestrian walksheds and to provide a streamlined, defensible analysis for identifying deficiencies in the pedestrian network and developing improvements around key destinations, primarily schools, parks, commercial and employment areas. KTUA will focus on prioritizing projects within a quarter-mile of these destinations, summarizing the needs of each destination's walking environment. KTUA employs a GIS network-based walkshed analysis methodology that provides a much more accurate representation of how a person navigates a street network than the traditional radius method. It results in a more refined study area conducive to accurately defining a quarter-mile walkshed (or five minute walk time) for data collection and analysis. This method also allows for combining cumulative walksheds from multiple key destinations so that the benefits derived from multiple destinations can be identified.

Data collection for these tasks will begin with a desktop exercise, identifying missing sidewalks within a quarter-mile walkshed around key destinations. The results will then be produced as maps and used to verify the data during subsequent field review.

KTUA's experience with First Mile/Last Mile concepts, along with safe routes to school, parks and transit for plan and project development will be utilized to evaluate pedestrian needs. This methodology will be presented to and refined with City staff before being implemented in further analysis.

KTUA will conduct a Pedestrian Level of Comfort (PLOC) that identifies various characteristics that encourage walking based on sidewalk and adjacent roadway conditions, such as sidewalk presence or absence, sidewalk buffer, traffic volumes, traffic speeds, number of travel lanes, and additional separation such as bike lanes or on-street parking and roadway width. This analysis helps to highlight areas with good or bad walking environments.

KTUA intends to employ the Bicycle-Pedestrian Priority Model described under task 3.1, along with public input, to create a defensible bicycle and pedestrian network. PLOC analysis differs from the Bicycle-Pedestrian Priority Model in that it is used to evaluate environmental characteristics, not the demand of use. KTUA also employs PLOC to help highlight corridors for additional discussion during workshops where participants can provide knowledgeable input and recommendations.

Different neighborhoods require differing levels of pedestrian improvements based on adjacent streets, levels of use, topography and land uses. KTUA will include a section defining suggested walkway typologies for the entire City such as downtown, collector and neighborhood walkways where the level of infrastructure improvements needed for each type would vary. While pedestrian projects will be the highlight of this update, the City may need some additional guidance on recommendations for other corridors or spot treatments that are not associated with a project.



Pedestrian Level of Comfort Modeling

**6.4 Prepare prioritization and phasing plan for improvements**

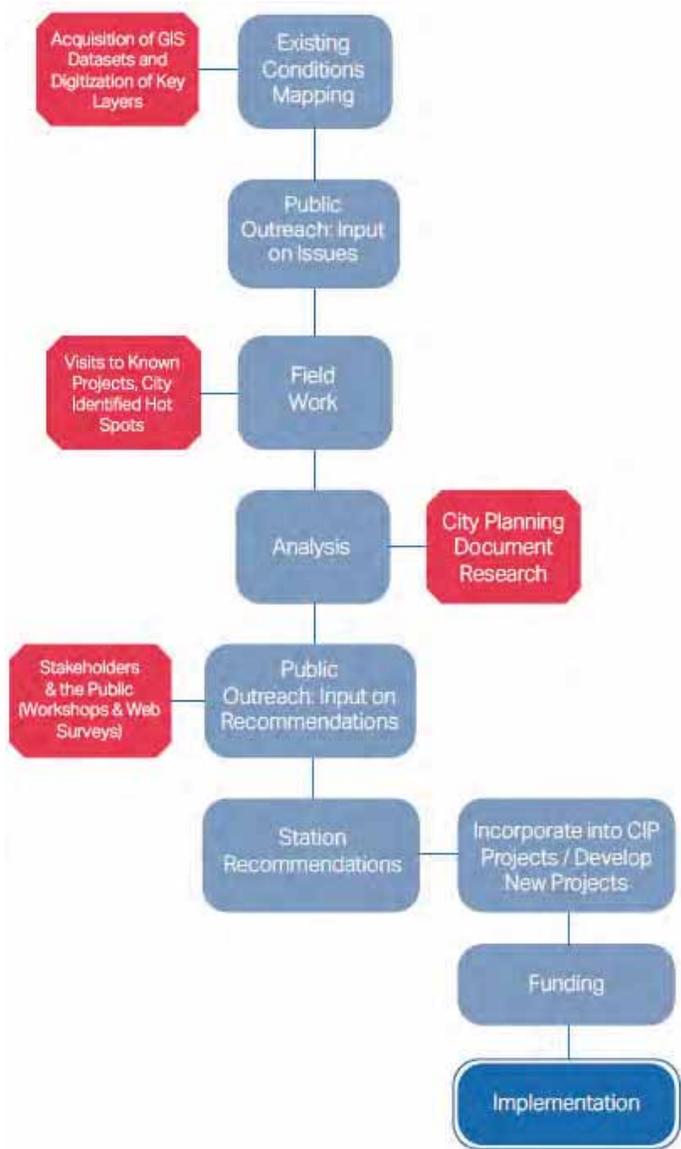
KTUA will identify implementation strategies and priorities for future bicycle and pedestrian facilities, including coordination with new and ongoing maintenance projects. KTUA will recommend changes to existing City standards and/or ordinances to implement the plan.

KTUA will develop a list of prioritized projects to include opportunities and constraints, improvements and cost estimates. The prioritization process includes results from the Bicycle and Pedestrian Priority Model and other metrics such as system gaps, collision rates and safety concerns. Depending on the project and its needs, cost estimates can include improvements such as painted lane treatments, intersection controls and additional signage.

When the prioritized projects are approved for each facility type, an implementation process can be developed. This process can include:

- Utilize the City's General Plan implementation steps
- Propose a phasing strategy to implement on-street bicycle lanes and walkways incrementally
- Identify high demand/priority routes and destinations that should be implemented first
- Identify existing infrastructure projects already approved to incorporate bicycle and pedestrian facilities
- Prioritize remaining routes to be built after high priority routes are completed
- Identify national, state and local funding sources available to implement bicycle and pedestrian facilities
- Identify other funding ideas/mechanisms being utilized in other communities
- Strategize ways to market cycling as a means of transportation and incentivize developers to incorporate bicycle friendly design into their developments
- Future active transportation planning steps

*Sample Bike and Pedestrian Project Identification Process*



*Complete Streets 3D Graphics*



*City of Santa Ana Complete Streets Walk Audit*

## Project Approach | Scope of Work

### 6.5 Identify potential funding sources

KTUA maintains and continually updates our own funding source database as new programs are created and older ones end. This is especially important since California folded several former programs into a comprehensive Active Transportation Program. Our updated funding database provides the City with the latest information to apply for grants to plan and construct bicycle and pedestrian projects. KTUA has successful grant writing experience and can help the City with writing a grant at the end of the project.

### TASK 7: DRAFT AND FINAL PLANS

#### 7.1 Prepare Administrative Draft Bicycle and Pedestrian Master Plan

#### 7.2 Prepare Draft Bicycle and Pedestrian Master Plan

#### 7.3 Prepare Final Bicycle and Pedestrian Master Plan

It is assumed that the City will want to achieve Active Transportation Grant Program eligibility with this Plan update. Much of the ATP requirements to be addressed by such a Plan are virtually identical to those required previously by Bicycle Transportation Plans in California, of which KTUA has prepared more than 25, and all of which were approved by Caltrans. We are therefore very familiar with these requirements and how to incorporate them into a coherent document. For example, we recommend including an ATP requirements checklist that clearly indicates where each one was addressed within the document. This is usually provided on the last page as a service to evaluating agencies to expedite their review process and has become a standard feature in our active transportation plans.

The Administrative Draft Plan will be compiled in Microsoft Word, including inserted document graphics. The Draft and Final Plans will be significantly enhanced through being compiled in Adobe InDesign, the industry standard publishing software. InDesign supports efficient assembly of text, graphics, maps and tables into a coherent, usable format. Especially in terms of document usability and clarity, InDesign produces much better results than can be accomplished with Microsoft Word.

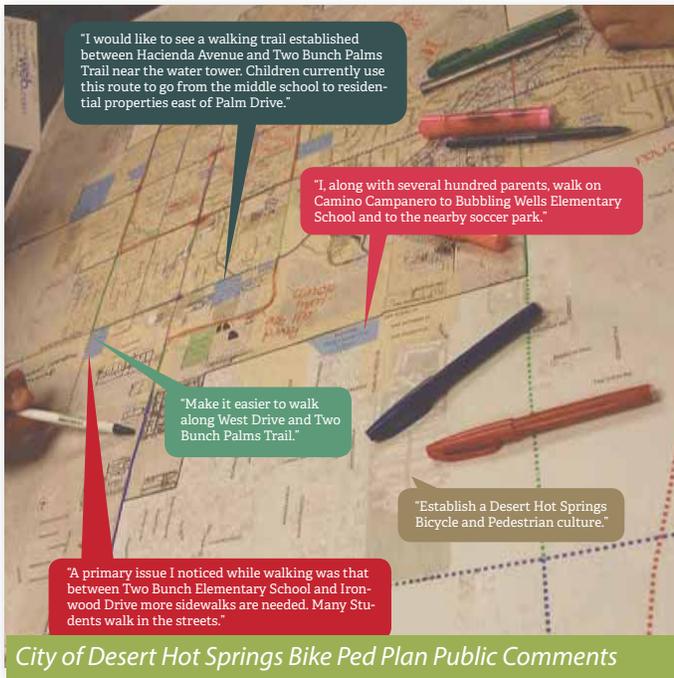
We strive to provide as much of the document's information as possible in graphic form. This is one of the most important ways the document format will be optimized for use in future funding applications. While clarity is the reason for employing significant amounts of graphic content, another reason is that State funding agencies have indicated that they would like to see more graphic and mapping information than is generally provided in grant applications. The document file will be exported as a PDF file and provided as both hard copies and on compact discs or thumb drives.

In support of our mobility planning projects, KTUA regularly updates and will include in this plan a toolbox of innovative pedestrian and bicycle treatments. This includes design and engineering guidelines in conjunction with three-dimensional bicycle and pedestrian facility renderings.

Draft Plan comments will be addressed to produce a Final Plan, which will also be exported as a PDF file. Mapping prepared for the project will be provided in editable format, such as ArcGIS or AutoCAD, for future City use.

Funding Sources		FUNDING USES								
		TYPICAL APPROACHES			ATYPICAL APPROACHES					
FUNDING SOURCE	FUNDING ORIGIN	Park Land Acq.	Park CIP Devel.	Maint. & Ops	 URBAN FORESTRY	 SAFE & HEALTHY ACCESS	 BACK TO NATURE	 COMMUNITY GARDENS	 LOW IMPACT DEVELOPMENT	 CULTURE AND HISTORY
<b>Federal Funding Sources</b>										
Land and Water Conservation Fund (LCWF)	U.S. National Park Service/California Dept. of Parks and Recreation	✓	✓				✓		✓	
Urban Park and Recreation Recovery (UPARR) Program	U.S. National Park Service	✓	✓				✓			✓
Urban Community Forestry Program	U.S. National Park Service		✓		✓					
EPA Brownfields Clean Up and Assessment Grants	U.S. Environmental Protection Agency		✓			✓				
Sustainable Communities Planning Grant and Incentive Program	U.S. Dept. of Housing and Urban Development (HUD)	✓				✓				
Urban Revitalization and Livable Communities Act	U.S. Dept. of Housing and Urban Development (HUD)	✓				✓				
Community Development Block Grants	U.S. Dept. of Housing and Urban Development (HUD)	✓	✓			✓	✓			✓
ACHIEVE, Communities Putting Prevention to Work, Pioneering	Center for Disease Control & Prevention					✓		✓		





## OTHER MEETINGS AND COORDINATION

### M-1 Project kick-off meeting

Prior to the kick-off meeting, KTUA will review previous planning efforts noted in the RFP to help identify potential issues, as well as to begin the data collection process to determine what needed datasets are available. This will also help expedite the process to identify project contacts who can help to gather any additional needed data. KTUA will coordinate with the City to compile an agenda and a brief presentation prior to conducting a project kick-off meeting in Paso Robles. Likely coordination issues will be addressed at the kick-off meeting, such as communications protocols, contacts, schedule and preferred submittal method.

### M-2 Community outreach meetings

The two community outreach meetings are described under Task 5.2.

### M-3 Project review and coordination meetings

KTUA will schedule project review and coordination meetings to occur on the same day or morning after the community outreach meetings. This is intended to reduce costs by reducing the number of project trips, but also allows for a debrief with City staff of the community outreach meeting results shortly after they occur. For this reason, it is suggested that the project review and coordination meetings occur on the morning after to give KTUA time to compile preliminary findings to facilitate meeting discussion. Ad Hoc Steering Committee meetings could occur immediately or soon after the project review and coordination meetings.

## OPTION TASKS

The following tasks were discussed prior to proposal submission as potential optional tasks that could be addressed later or by the City.

### 1. Conduct bicycle and pedestrian counts at key locations

Cost for counts are defined primarily by the number of locations and secondarily by the types of counts desired. In general, count locations should reflect likely places where appreciable differences in user levels are most likely to occur, depending on the user type(s) the City wants to verify. Counts are generally taken annually as closely as possible to the same time each year. Many for-hire firms specialize in transportation-related data collection. Commercial counting costs roughly \$400 per intersection, but counts can be conducted by anyone who understands the steps involved to ensure the accuracy of the data collected. Advocacy groups, universities and resident associations frequently organize students, volunteers, and stakeholders to conduct counts. Some cities have successfully conducted their own counts using volunteers, usually advocacy group members. Employing National Bicycle and Pedestrian Documentation Project counting protocol is strongly recommended, no matter who conducts the counts. This ensures validity from year to year, as well as fulfills requirements for grant applications that ask for historical use data.

### 2. Update/develop bicycle and pedestrian capital improvement project lists and prepare cost estimate for improvements

Determining costs for these two tasks directly depends on the number of individual projects ultimately recommended and the relative level of cost estimation desired. For some of our active transportation plans, this is included as a contingency to be addressed following plan approval.

### 3. Participate in two public hearings for public review and adoption. (e.g. Planning Commission and City Council)

This task is included as an option to help reduce overall project costs. Should this optional task be desired, the project manager would participate in the two hearings. Costs would be determined per hearing, and would include the project manager's necessary time to prepare and travel time between Paso Robles and San Diego.

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

Challenging projects, whether from an environmental or social perspective, require input from a variety of stakeholders, including the community, the client and the regulatory agencies. KTUA's goal is to gather public input, analyze the data and respond in a manner sensitive to stakeholder interest and concerns. Creating a forum for discussion, gaining the trust of the stakeholders and sharing information of value with them will result in project success.

An open mind, strong listening skills, and clear, concise information are key to this process. Understanding the best communication tools to encourage participation from our target audience is crucial and will vary from project to project. Public outreach methods utilized by KTUA include workshop facilitation, design charrettes, walk audits, online surveys, websites, newsletters, interpretation, and translation.

### Public Input and Sensitivity to Community Interests and Concerns

Complex planning projects like the Fiesta Island Park Precise Plan and the Mission Beach Boardwalk Safety Study have provided KTUA valuable experience leading diverse stakeholders through public workshops aimed at developing project commitment through the use of questionnaires, logic tools, clear graphic communications and active listening.

No matter how much time and budget is allocated to the team to spend time on-site, site users will be more familiar with the project and environment than we are, and we feel that this input is beneficial to develop practical solutions. Public input is a very effective venue to gauge community desires for project alternatives and developing implementable recommendations. Our plans are far more likely to accurately reflect user desires when the users are invited to voice their comments and concerns in a workshop setting or through an online survey.

### Workshop Tools

For workshops, KTUA often provides large-scale graphics and mapping on aerial photographs to clearly display what can often be complex information and for directly compiling user comments.

Online surveys for gathering public input can be very useful, particularly in defining areas of concern and opportunities that might not otherwise have been addressed, especially from users who may not have been able to attend the workshops, or simply felt uncomfortable voicing their concerns and opinions in such a public forum. In addition, the ability to provide comments in a familiar setting without having to do it in haste results in carefully considered and insightful responses that truly help to improve the project.

Walk audits and site visits are great information gathering tools, particularly in urban environments. When conducting walk audits, KTUA breaks the participants into smaller focus groups to facilitate discussion and cover a broader geographic area. Participants are given clipboards, maps and GPS-enabled cameras to record their observations and concerns. This data is then incorporated into the GIS database and used to identify opportunities and constraints and develop recommendations. Translation and interpretation are provided in the predominant neighborhood languages.

Three dimensional models and visual simulations are extremely effective tools to communicate design ideas. KTUA maintains a digital library of various design elements to efficiently generate the models. Most recently, KTUA conducted a real-time workshop with representatives from the Navy and Marine Corps to evaluate various site options for training ranges. KTUA staff developed a set of range templates and then input the templates into a GIS-based Google Earth model. Working side-by-side with the federal staff in a workshop format, KTUA staff manipulated the models based on existing natural and man-made constraints and site factors, as well as input from the workshop partici-



### Guiding Principles for Public Participation

- Involve key stakeholders early.
- One person, one vote, one voice - don't let a few takeover.
- Address the issues, especially the difficult ones.
- Build recommendations from the ground up.
- Utilize a logical and sequential decision-making process to gain commitment and identify decisions and actions.
- Listen, process, present with clarity, adjust and seek alignment.

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.



Tactical Urbanism is the term used to describe the international movement that aims to make meaningful and substantial urban changes. These projects are generally small scale, low-cost, temporary improvements that are designed to engage the community and create conversations about long-term city changes. Since its inception, tactical urbanism has grown from unsanctioned exhibits, to projects that have the support and assistance from local governments.

KTUA has been involved in several tactical urbanism projects, both locally and regionally, that promote better city living through the built environment. Past projects include:

- Bike to Work Day 2013- 2016
- Park(ing) Day 2013-2016
- CicloSDias 2014 and 2016
- City of Colton Open Streets Event 2016
- Relmagine Normal Street 2016

The projects that KTUA has participated range from transforming excess street right of way to protected bicycle lanes, creating car-free public spaces, improving dangerous intersections, and urban greening.

**Tactical Urbanism Challenges and Solutions**

Major challenges to having successful projects include:

- Coordinating with City officials to support the event
  - Gaining the support of local businesses that are immediately adjacent to the project location
  - Coordinating street closures and traffic plan
- Design the project and create an event program
- Gathering and construction of materials
- Advertising the event and engaging the community

KTUA has worked with local non-profit organizations, community planning groups, business improvement districts, and others to develop solutions and design meaningful projects that benefit the community.

**Lessons Learned**

Having participated in over 10 tactical urbanism projects in the last four years, KTUA has learned the following:

- Early communication and coordination is key
- Engage with prominent local organizations that can champion the project and gather support
- Reach out to local TV news organization or newspapers to support and advertise the event
- Rent materials from public works departments to facilitate the acquisition and/or construction of materials
- Utilize photographs and social media to generate interest
- Document the preparation and event for follow-up news articles and future projects and grant funding opportunities

**THE NEW NORMAL**



Agenda Item No. 12  
CITY OF PASO ROBLES | **Bicycle and Pedestrian Master Plan Update**





Conveying complex ideas requires clear communication. Visualization can provide that clarity through accurate, efficient and defensible methodology.

Planning and landscape architectural projects can require multiple visualization scales, but not all projects demand the same level of detail, nor do they require the same visualization tools. KTUA utilizes the latest technology and techniques available to inform decision-makers, public officials or concerned community members with multiple industry-standard applications like ESRI's ArcScene, Google's SketchUp, and 3D Nature's Visual Nature Studio (VNS).

**Geographic Information Systems (GIS)**

Utilizing real-world coordinates, GIS provides a fast and accurate means to visualize landform and building mass through the use of relatively simple models to evaluate project size and configuration. GIS is a flexible format that supports combining data with spatial features and supports other visual effects spatial analyses, including building-related studies of shadow casting, open space assessment and air corridor delineation.

**SketchUp Modeling**

Sketchup's power lies in its flexibility. Built environment virtual models can be created relatively quickly, including basic animation. Such Sketchup models are frequently used to support community understanding of visual impacts. These models can be stand-alone products, or further enhanced through rendering with plug-ins for more photorealistic lighting and textures, or exported to other more sophisticated modeling applications.

**Photo-simulations**

KTUA has found that visual simulations are a very effective tool for illustrating how proposed project elements may impact their community. Renderings of the 3D application products described above can also be produced as layered photo-simulations that more clearly illustrate the impact of successive project phases.



RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.



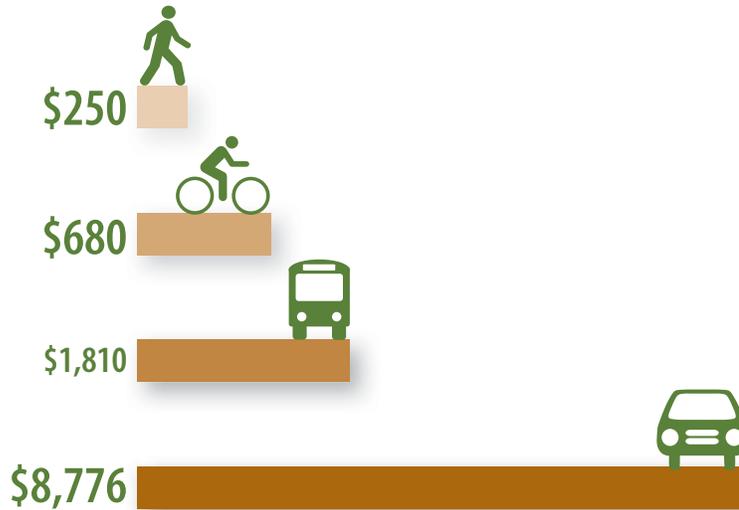
City of Paso Robles Bicycle and Pedestrian Master Plan Update		Principal Mobility Planner	Senior Associate / Project Manager	Associate / GIS Manager	Senior Planner / Designer / Assistant Project Manager	Planner / Designer	Materials		
		John Holloway	Joe Punsalan	Diana Smith	Jacob Leon	Juan Bonilla / Kristin Killackey	Type	Cost	
<b>1 DOCUMENT REVIEW</b>									
1.1	Review existing and draft documents to ensure consistency (See list in RFP)		4		8				
	Sub-total Hours:	0	4	0	8	0	Materials:	\$0	
	Sub-total Costs:	\$0	\$580	\$0	\$920	\$0	Labor:	\$1,500	
							Task 1 Total:	\$1,500	
<b>2 TRAIL ALIGNMENTS AND CONNECTIONS</b>									
2.1	Study Salinas River and Huer Huero Creek trail alignments and connections		2		4				
	Sub-total Hours:	0	2	0	4	0	Materials:	\$0	
	Sub-total Costs:	\$0	\$290	\$0	\$460	\$0	Labor:	\$750	
							Task 2 Total:	\$750	
<b>3 PEDESTRIAN AUDIT</b>									
3.1	Conduct pedestrian network audit to identify deficiencies that hinder access		2	12					
3.2	Fieldwork to verify desktop analysis		8		8				
	Sub-total Hours:	0	10	12	8	0	Materials:	\$0	
	Sub-total Costs:	\$0	\$1,450	\$1,500	\$920	\$0	Labor:	\$3,870	
							Task 3 Total:	\$3,870	
<b>4 BICYCLE AND PEDESTRIAN COLLISIONS</b>									
4.1	Obtain and analyze bicycle and pedestrian collision information		2	6					
	Sub-total Hours:	0	2	6	0	0	Materials:	\$0	
	Sub-total Costs:	\$0	\$290	\$750	\$0	\$0	Labor:	\$1,040	
							Task 4 Total:	\$1,040	
<b>5 COMMUNITY PARTICIPATION</b>									
5.1	Compile community participation program		2		6				
5.2	Conduct two community outreach meetings or events		24		24		Lodging	\$400	
5.3	Conduct related social media				12				
	Sub-total Hours:	0	26	0	42	0	Materials:	\$400	
	Sub-total Costs:	\$0	\$3,770	\$0	\$4,830	\$0	Labor:	\$8,600	
							Task 5 Total:	\$9,000	
<b>6 RECOMMENDED CHANGES</b>									
6.1	Develop recommended changes to existing Bicycle Master Plan		12		12				
6.2	Integrate new goals, policies and actions for plan pedestrian component		4		12				
6.3	Develop pedestrian circulation plan map, and incorporate into document		2	8	4				
6.4	Prepare prioritization and phasing plan for improvements		4	8	8				
6.5	Identify potential funding sources		2		12				
	Sub-total Hours:	0	24	16	48	0	Materials:	\$0	
	Sub-total Costs:	\$0	\$3,480	\$2,000	\$5,520	\$0	Labor:	\$11,000	
							Task 6 Total:	\$11,000	
<b>7 DRAFT AND FINAL PLANS</b>									
7.1	Prepare Administrative Draft Bicycle and Pedestrian Master Plan		6	18	24	24			
7.2	Prepare Draft Bicycle and Pedestrian Master Plan		4	6	18	18	Printing	\$150	
7.3	Prepare Final Bicycle and Pedestrian Master Plan		2	4	18	12			
	Sub-total Hours:	0	12	28	60	54	Materials:	\$150	
	Sub-total Costs:	\$0	\$1,740	\$3,500	\$6,900	\$5,670	Labor:	\$17,810	
							Task 7 Total:	\$17,960	
<b>OTHER MEETINGS AND COORDINATION</b>									
M-1	Project kick-off meeting		12		12		Lodging	\$200	
M-2	Project review and coordination meetings with staff (2)		6		6				
	Sub-total Hours:	0	18	0	18	0	Materials:	\$200	
	Sub-total Costs:	\$0	\$2,610	\$0	\$2,070	\$0	Labor:	\$4,680	
							Meetings Task Total:	\$4,880	
		Total Hours:	0	98	62	188	54	Materials:	\$750
		Total Costs:	\$0	\$14,210	\$7,750	\$21,620	\$5,670	Labor:	\$49,250
							<b>Grand Total</b>	<b>\$50,000</b>	

**KTUA Hourly Rates**

Senior Principal .....	\$175.00
Principal.....	\$165.00
Senior Associate II.....	\$155.00
Senior Associate I.....	\$145.00
Associate II .....	\$135.00
Associate I.....	\$125.00
Senior Designer/Senior Planner/GIS Analyst.....	\$115.00
Designer/Planner.....	\$105.00
Administration.....	\$80.00

RECEIVED  
 3/10/17  
 City of Paso Robles  
 Community Development Dept.

# The average **COST** of operation





## KTUA Gets Projects Built

California

**\$16,970,000** | Grants Awarded Through Caltrans and SANDAG

**8 Projects** | Funded Since Plans Were Completed

Caltrans		SANDAG
 <ul style="list-style-type: none"> <li>\$3,729,000 Santa Ana Civic Center Bike Boulevard</li> <li>\$5,424,000 Santa Ana 5th Street Protected Bike Lanes</li> <li>\$4,572,000 Santa Ana First Street Pedestrian Improvements</li> <li>\$350,000 National City SRTS</li> <li>\$375,000 National City El Toyon-Las Palmas Bike Corridor</li> <li>\$1,225,000 National City 18th Street</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	 <ul style="list-style-type: none"> <li>\$420,000 Euclid Avenue</li> <li>\$875,000 Division Street</li> </ul>

RECEIVED  
3/10/17  
City of Paso Robles  
Community Development Dept.

City of Paso Robles  
2017 Bicycle and Pedestrian Master Plan Update  
Scope and Estimated Fee  
April 19, 2017

**COMMUNITY OUTREACH**

**\$6,800.00**

Task 1: Initiate Community Outreach

1. Contact primary stakeholders to arrange for representation from that group prior to Kick Off Meetings.
  - a. Paso Robles School District
  - b. North County Cyclepeders
  - c. TPRA
  - d. Wine Country Alliance
  - e. Bike SLO County
  - f. SLO Bike Advisory Committee
  - g. SLO County Ride Share
  - h. Paso Robles Parks and Recreation Advisory Committee
  - i. SLOCOG
  - j. REC Foundation
  - k. Senior Center

Task 2: Project Kick-Off and Stakeholders Meeting #1

1. Attend Project Kick-Off meeting with City and KTUA
2. Conduct Stakeholders Meeting #1
  - a. Current status of Bike/Ped Plan
  - b. Plan and Schedule for Bike/Ped Plan update
  - c. Receive and document input from Stakeholders
3. Participation in Creston Corridor Outreach Program
  - a. Set up and man table at event to educate public on Bike/Ped Plan process
  - b. Obtain contact information for Stakeholder's database

Task 3: Community Workshops and Stakeholders Meetings

1. Attend and participate in Community Workshop #1
2. Participate in fieldwork on Trails and Connectors
3. Stakeholder's Meeting #2
  - a. Conduct Meeting
  - b. Update Stakeholders on status, share progress and receive input and feedback

City of Paso Robles  
2017 Bicycle and Pedestrian Master Plan Update  
Scope and Estimated Fee  
April 19, 2017  
Page 2 of 2

4. Stakeholders' Meeting #3
  - a. Conduct Meeting
  - b. Review Project Administrative Draft Policies and Network Plans of Pedestrian and Bike Routes
5. Stakeholder's Meeting #4
  - a. Conduct Meeting
  - b. Present and get input on Project List and Priorities
6. Planning Commission Hearing
  - a. Present Project
7. City Council Hearing
  - a. Present Project

**PEER REVIEW ASSISTANCE**

**\$4,200.00**

Task 1: Review existing documents

1. Review existing comments on 2009 Bike Plan from Larry and Susan with KTUA
2. Review Draft Circulation Plan in progress
3. Uptown Center Specific Plan
4. Salinas River Master Trail Plan

Task 2: Review Bicycle and Pedestrian Plan in progress

1. Review input from Community meetings and graphical input
2. Review proposed maps for Bicycle and Pedestrian Routes
3. Review proposed Projects List and Priorities and comment
4. Review Administrative Draft Bicycle and Pedestrian Plan and provide formal peer review memo and recommendations on the plan and list of improvements to be included in the project list.
5. Review Final Bicycle and Pedestrian Plan

NOTES:

1. KTUA to be responsible for the preparation of the document and graphics.
2. KTUA and City to be responsible for the preparation of the maps and graphics for the Community Workshops and Stakeholders meetings.
3. KTUA to be responsible for any webpages, web surveys and web graphics.
4. KTUA to be responsible for identification of funding sources
5. KTUA to be responsible for pedestrian and bicycle traffic counts and collision information.
6. KTUA and City to be responsible for the publicity for the Community meetings.

## Attachment 3

<b>DRAFT</b>				
<b>Bike Ped Master Plan Outreach Plan</b>				
<b>Date/Time</b>	<b>Event</b>	<b>NCE</b>	<b>KTUA</b>	<b>City Staff</b>
<b>5/6 – All Day</b>	Special Event - Cycle de Mayo Bike Month event Atas Lake Park			Staff will host table mapping exercise in conjunction with event
<b>5/8 - 9:00</b>	Kick-Off Meeting	Attend	Attend	Conduct
<b>5/8 – 11:00</b>	Stakeholders Meeting #1	Conduct	Participate	Participate Introduce Project
<b>5/8 – 1:00</b>	(Opportunity to do Ped Audit Fieldwork)		Conduct	
<b>5/8 – 6:00</b>	Creston Corridor	Conduct – table at project event	Optional attendance	Piggyback on workshop planned for Creston Road Participate
<b>5/24 – 6:00</b>	Event #1 - Community Workshop Central location TBD	Attend/participate	Conduct	Participate
<b>5/25</b>	(Opportunity to do fieldwork on Trails & Connectors)	Participate	Conduct	
<b>5/25 - 3:00</b>	Stakeholders Meeting #2	Conduct	Participate	Participate Share progress, get feedback/input
<b>5/25 - 6:00</b>	Event #2 - Community Workshop North – Uptown Park	Attend/participate	Conduct	Participate – Provide food
<b>5/26</b>	Special Event - Great Western Bike Rally – PR Event Center			Susan will host table mapping exercise Friday afternoon
<b>6/15 – 3:00</b>	Stakeholders Meeting #3	Conduct	Optional attendance	Participate - Review project admin draft policies and network plans of ped and bike routes
<b>7/13 – 3:00</b>	Stakeholders Meeting #4	Conduct	Optional attendance	Participate - Get input on project list and priorities
<b>9/19 – 6:30</b>	Planning Commission Hearing	Present Project		Staff collaboration
<b>10/17 – 6:30</b>	City Council Hearing	Present Project		Staff collaboration