

STAFF REPORT



MEETING DATE:	December 14, 2023
SUBJECT:	Authorize Staff to Apply for a \$700,000 Caltrans Grant and the Executive Director to Execute a Technical Services Agreement for the 2024 Regional Active Transportation Assistance Program
AGENDA ITEM:	14
STAFF CONTACT:	Keith Williams, AICP, Senior Transportation Planner

SUMMARY:

Based on prior direction approved at the August board of directors meeting, SRTA circulated a request for proposals (RFP) to prepare walking and biking infrastructure grant applications for Low Stress Shasta, the 2024 cycle of SRTA's Regional Active Transportation Assistance Program. Staff recommends entering into an agreement with Kittelson & Associates with a not-to-exceed budget of \$400,000 through June 30, 2027, and applying for a Caltrans Sustainable Transportation Planning grant which would increase this budget threshold to \$1,100,000 if successful.

STAFF RECOMMENDATION:

It is recommended that the board of directors:

1. Authorize the executive director to enter into a technical services agreement with Kittelson & Associates to carry out Low Stress Shasta for a term ending June 30, 2027, not exceeding \$400,000, or \$1,100,000 pending a grant award; and
2. Authorize staff to apply for a \$700,000 Caltrans Sustainable Transportation Planning grant to augment Low Stress Shasta, SRTA's 2024 Regional Active Transportation Assistance Program.

DISCUSSION:

Background – In preparation for the most recent cycle of the state's highly competitive Active Transportation Program (ATP), SRTA hired consultants to assist our local partners in preparing more walking and biking infrastructure grant applications, and of higher quality, than what would have otherwise been feasible. This approach has been successful in prior cycles of SRTA's Regional Active Transportation Assistance program and, in ATP Cycle 6, led to the city of Redding receiving almost \$14.5 million for two active transportation network projects that will bring safety benefits for all modes of transportation.

Development of New Grant Applications – SRTA and delivering agencies are partnering on Low Stress Shasta, SRTA's 2024 Regional Active Transportation Assistance Program, to try and repeat this success in ATP Cycle 7 and future grant cycles or other programs offering discretionary active transportation funding. In November 2023, SRTA staff released a request for proposals (RFP) for a consultant team to assist delivering agencies and partners with public engagement, conceptual drawings, and grant writing and review. The proposed consultant budget, covering all preparation

tasks for 6–10 active transportation infrastructure grant applications, is a not-to-exceed amount of \$400,000 in SRTA planning funds, which the board of directors approved at SRTA's August 2023 meeting. To extend Low Stress Shasta and allow more local projects to benefit from continued regional assistance, SRTA staff recommends submitting a \$700,000 grant request to the competitive Caltrans Sustainable Transportation Planning Grant Program. If successful, the \$1,100,000 in combined funding would assist 15–25 project applications, potentially bringing tens of millions of dollars in improvements to the region over 1-3 additional competitive infrastructure grant cycles.

Consultant Selection - SRTA issued an RFP on November 13, 2023, and two proposals were received. One proposal, from California Consulting, was found to be unresponsive to the RFP, which meant that there was only one responsive proposal to evaluate. Staff was initially contacted by two additional consultants expressing interest in applying. However, after staff contacted them to inquire why no proposal was submitted, no response was received. The second proposal, from Kittelson and Associates, was responsive and, therefore, evaluated. A review panel comprising staff from SRTA, Caltrans District 2, Healthy Shasta, and each local jurisdiction, evaluated the proposal and interviewed representatives from Kittelson's team. The review panel's consensus score was 137 out of 150.

Staff recommends awarding the contract to Kittelson & Associates who scored very well. The deciding factors were the qualifications of their staff for the work to be done, the thoroughness of their proposal, and value of services to be provided. The proposed scope of work (attached) will be incorporated into the technical services agreement (TSA) with the consultant.

The TSA will serve as a master agreement and general authorization to identify project needs based on the scope of work. As needs are identified by staff and regional partners SRTA and Kittelson & Associates will develop tasks and negotiate not-to-exceed budgets, based on rates from their proposal, for individual work authorizations. Staff have reviewed the rates, and they are reasonable and commensurate with rates for such projects.

Next Steps for Projects - Six projects, currently receiving project development assistance for competition in ATP Cycle 7 (see table on next page), will carry over onto the Low Stress contract. The deadline for ATP Cycle 7 is in June 2024. Additional projects (see table on next page) have either been slated for ATP Cycle 8 (probably June 2026) or will need to be identified for a future ATP cycle or other programs offering funding for active transportation infrastructure. Low Stress Shasta project assistance would continue through June 2027 unless amended for an extension.

Low Stress Shasta Projects		
1	Victor North	Project applications currently being prepared for ATP Cycle 7 and requiring completion under Low Stress Shasta.
2	Hilltop Expansion	
3	COSL Community Link Project	
4	Burney AT Network Expansion	
5	Jenny Creek Multiuse Fire Maintenance Corridor	
6	Loma Vista	
7	Redding to Palo Cedro Connection	Projects tentatively planned for ATP Cycle 8 under Low Stress Shasta.
8	Railroad Avenue	
9	Shasta View Dr. Corridor - Phase 1	
10	East-West Corridor (e.g., Rancho Road)	
11	Park Marina - Garden Tract Traffic Calming	
12-25	Additional Projects	Final Number of projects will depend on their size and available budget.

ALTERNATIVES:

The board of directors may direct staff to issue a new RFP for this contract or just for ATP Cycle 8 and beyond. This would reduce available time to assist local partners' projects in preparation for ATP Cycle 7. The board of directors may direct staff to not submit a competitive grant application for additional active transportation technical assistance. This would limit technical assistance support to local partners and would likely result in few, if any, applications beyond ATP Cycle 7.

OTHER AGENCY INVOLVEMENT:

SRTA, Caltrans, Healthy Shasta, and local agency staff served as evaluators. Development of bike and pedestrian projects will continue to involve local jurisdictions who have requested technical support, as well as Caltrans and other interested partners.

FISCAL IMPACT:

The SRTA board of directors has already approved \$400,000 in regional planning funds for Low Stress Shasta to support applications for ATP Cycle 7. If the Sustainable Transportation Grant is successful, a local match of 11.47% (an additional \$175,000) will be required to receive the \$700,000 award.



Sean Tiedgen, AICP, Executive Director

Attachment: Kittelson & Associates' Scope of Work

to supplement Kittelson's practice leading guidance development.

Finally, we know that implementing the active transportation improvements will require an engagement process that helps energize communities for active transportation improvements. We are excited to work with SRTA to identify local community-based organizations like Shasta Living Streets, Pit River Health Service, and organizations like Healthy Shasta to serve as strategic advisors and community conduits to help ensure the engagement process is reaching the right individuals, connecting with people where they are already meeting, and not repetitively asking for similar input (leading to "engagement fatigue"). We understand the potential challenges in reaching some communities across the Shasta Region and are excited to bring Mark Thomas' creative engagement work in nearby Eureka, Humboldt County, and across the state to effectively reach the community using traditional, virtual, and pop-up methods. With this understanding our team will work to craft demonstration projects and engagement strategies that meet people where they already are and leverage existing community feedback channels to avoid duplicative engagement and channel the energy and excitement into a community-driven project development process.

Ultimately, this project will identify a series of active transportation projects that will: 1) further develop regional and community active transportation connections through project designs; 2) identify grant opportunities; 3) and prepare ATP or similar grant applications to support local jurisdictions and SRTA in implementing the GoShasta vision of a network of low-stress, accessible facilities for people of all ages and abilities. Low-Stress Shasta will continue SRTA's path forward in identifying, funding, and implementing projects that support healthy and sustainable active transportation outcomes across the Shasta Region.

TECHNICAL APPROACH

The Kittelson team proposes to continue the approach we've developed with local partners and SRTA while working to firmly establish a schedule with the entire project team for mutual accountability and to help avoid bottlenecks as we work through the three phases of the work. Based on our current work and the changes we have made from the first phase of the SRATN project we understand that the work tends to flow in three critical stages:

1. **Project Definition and Community Engagement:** This first phase is critical in establishing the understanding of what the project will likely entail from the proposed

alignments, important destination connections, and other needs or constraints that will need to be addressed (e.g., early identification of Caltrans coordination or other design challenges). This stage includes background understanding of the project area, walk audits, and completes with community engagement sharing the project team's idea to the community to understand what changes or needs the project should incorporate to best serve the community.

2. **Project Design and Community Follow-Up:** Following the community engagement, the project shifts into the technical design phase and includes a number of touch points with partner staff to work out design details, and identify the changes to proposed alignments based on community feedback. Following the development of these projects, we will bring the designs back to the community to share the outcome of our work and garner any final input on proposed designs to incorporate.
3. **Grant Writing:** The final stage of the project takes in the information and designs collected from the community and partners during the process to establish the story of the project. This story within the grant application needs to clearly articulate the project need, community support, how the project has been shaped by the community input, and how the projects supports low stress walking and biking for everyone.

WORK PLAN

The following presents our team's task-level scope of work.

Task 1. Project Administration

Purpose: Meeting reporting requirements for the grant funding and maintain clear communication between consultant team and SRTA regarding financial status of the project.

1.1 Invoicing

The Kittelson team will provide monthly invoices and progress reports to SRTA.

1.2 Reporting (SRTA only)

The Kittelson team assumes SRTA will prepare the necessary reports for Caltrans using the information we provide in Task 1.1.

Task 1 Deliverables

- ◆ Monthly invoices and progress reports (assumes total project duration is up to 26 months)

Task 2. Public Engagement and Stakeholder Communication

Purpose: Facilitate clear communication between the consultant team, SRTA, and partner agencies to arrive at focused set of active transportation projects for grant applications. Generate forum for stakeholder input, community engagement, and, in-turn, support for the active transportation projects to be advanced to grant applications. Document engagement effort and input received.

2.1 Project Administration

This subtask includes the ongoing meetings anticipated to be needed to help successfully complete the work in Task 2 through Task 5. This subtask also includes the coordination and effort that will be needed to prepare the work orders for the specific grant applications to be developed.

Meetings and Coordination

We propose the following regular coordination meetings to facilitate project communication throughout the duration of the effort to develop the grant applications and the ultimate final report.

Weekly Management Meetings with SRTA. Kittelson project manager and principal-in-charge will meet weekly with the SRTA project manager by phone or video conference (and other key SRTA staff if the SRTA project manager wishes to invite others) for a half-hour. This weekly meeting will be to provide an update on scope, schedule, upcoming activities, budget, and any items in need of resolution for the projects under development.

Weekly Management Meetings with SRTA and Agency Partners. Kittelson project manager and work authorization lead will meet with the SRTA project manager and a representative from each agency partner biweekly via phone or video conference during the project development and grant writing phases. The purpose of these meetings will be to discuss any items in need of resolution for the projects under development. These regular meetings would be up to 30 minutes each.

The combination of these two regularly occurring meetings would provide a forum for resolving issues, including concerns or questions from delivering agencies based on public input, need for coordination with other project efforts, or other similar items that can surface during a project's development.

Stakeholder Meetings with Project Stakeholders, SRTA, and Agency Partners. In addition to the above, we have assumed up to three two-hour meetings via phone or video conference that can be used for longer discussions with SRTA, stakeholders, and agency partners at key points during the project.

Lesson Learned

As part of our on-going work with SRTA as part of the SRATN project these meetings have been critical to maintaining project implementation, identifying needs, adjusting and re-grouping when necessary, and keeping momentum following major project deliverable pushes. We also see the value in regular check-in with agency partners to help maintain momentum and keep on top of project schedules and needs.

Work Order Development

The Kittelson team will prepare draft scope of works, budgets, and specific schedules for further developing the projects and grant applications identified as a priority and agreed upon for advancement by SRTA and the appropriate partner agency (or agencies). For the work order development, we assume we will prepare one draft scope of work, budget, and schedule per work order for review and comment by SRTA. We will then update a given work order's scope, budget, and schedule based on comments from SRTA leading to that work order's approval.

Each work order will specify the work to be conducted under Task 2.2, Task 2.3, Task 2.4, Task 2.5, Task 3, Task 4, and Task 5. It will be tailored based on the type of project, preliminary scope of the project, and agreed upon grant (e.g., Active Transportation Program, Highway Safety Improvement Program, Sustainable Transportation Equity Project, etc.) for which it will be seeking funding. For the purposes of this scope, we assume we will prepare up to 15 work orders to prepare grant applications for specific projects. However, the specific number of grant applications to be completed will depend on the scope and scale of the projects selected to be developed and the type of grant applications. As part of the scoping of each task order, Kittelson will keep SRTA informed of the remaining budget for additional task orders and communicate the anticipated impact on the number of project concept designs and grant applications that will be feasible to develop under the contract total.

2.2 Public Engagement

The public engagement activities will be organized such that the conceptual design work from Task 3 will be integrated into the public engagement events. This will enable stakeholders and community members to provide input into the projects and experience (through virtual environments or temporary built demonstrations) the potential improvements likely to be included in the grant application. This level of meaningful and experiential involvement in the projects' development can help garner further support for them.

Community Based Organization Collaboration

A core element of the public engagement plan will be to partner with a local Community Based Organization (CBO) (e.g., Shasta Living Streets, Pit River Health Service, etc.) who is able to help provide direct and meaningful connections to community members and stakeholders. The CBO will be integrated into the selected engagement activities that

are scoped as part of each of the grant application work orders. We have reserved a budget line item to integrate this engagement support and will coordinate with SRTA and appropriate CBOs to develop an approach for involving CBO support to maximize our engagement activities, especially with disadvantaged communities within the Shasta Region.

Engagement Management

We will provide strategic advice and counsel, review project materials and reports, coordinate with SRTA and the project team, and monitor team communications throughout the project. In addition, we will attend regular coordination meetings with SRTA and project team members, as needed.

Stakeholder Database

We will develop and maintain a stakeholder database throughout the project's duration. This database will include stakeholder name, contact information as well as the preferred method of contact and potential key concerns and/or areas of project interest. We will work with SRTA and the project team to further identify key stakeholders.

Public Engagement Activity Options

Below are a number of different options for engagement strategies for building awareness of the project and soliciting community feedback. Once we meet with the project team, we can determine which engagement strategies to move forward with, and tailor the public engagement approach to best fit the project. Each engagement work order will include a subset of the activities below based on the type of project and grant applications being developed during that grant application cycle. To avoid engagement fatigue, we also suggest combining engagement activities for nearby projects when feasible. All materials will be created in both English and Spanish for each engagement activity, as needed.

Virtual or In-Person Community Workshops: We will coordinate and facilitate virtual or in-person community workshops to build awareness about the project, educate the public on potential improvements to the Shasta Region's active transportation infrastructure, and solicit feedback from the community on ways to enhance walking and biking in their neighborhoods. If the workshops are held virtually, the project team will host the meetings via a web-based application like Zoom. The workshops may include live map-based activities, pre-recorded video clips or presentations and live polling to engage participants in a dialogue on active transportation. If the workshops are held in-person, we will work with a local community center or school to host the event. We will also produce all interactive materials including boards, maps, displays, and presentations. We will actively encourage residents to speak and formally share their stories as part of these workshops. After the community workshops, we will develop a summary of findings with all input collected from participants. We assume two rounds of coordinated community workshops per grant application development cycle.



Our Words in Action

For the last round of SRATN grant applications, we held both virtual and in person workshops and used tools like Miro to stimulate interaction and capture comments from a diverse audience.

Pop-up Workshop Series: We will organize and facilitate pop-up workshops at community destinations, local events or key activity centers. We will work with local community-based organizations or social service agencies representing various disadvantaged communities to identify community events that the pop-up workshops could be hosted at. This will provide an opportunity for residents to learn more about active transportation infrastructure and provide their feedback on potential locations for walking and biking improvements. The workshops will include interactive games, activities, or demonstrations to encourage people to participate. We will develop all promotional materials and event logistics materials. After the pop-up workshops, we will develop a summary of findings with a compilation of all feedback received. During the pop-up workshop series, we will also identify participants who could potentially speak during the final presentations for task 6.3. Our scope and budget assumes up to four pop-up workshops per project phase at community destinations, local events or key activity centers for the overall RATN.

Meeting-in-a-Box: We will develop and distribute a community engagement toolkit known as “Meeting-in-a-Box”, which will be designed for community groups, neighborhood associations or family members to gather in-person (socially distanced) or virtually to share their input and ideas for active transportation improvements in the Shasta Region. The toolkit will consist of a guide, worksheets, graphics and maps that will prompt participants to lead a small group discussion at their own convenience. After completing their small group discussions, participants can send their completed toolkit to the project team for submission. We will design the toolkit and all promotional materials for building awareness about the toolkit. We will also coordinate with local communities-based organizations (including those representing disadvantaged populations), transportation groups and local agencies to encourage residents to lead their own small group discussion with the toolkit.

Youth Engagement Program: We will develop and implement a branded youth engagement program, which will be held throughout the public engagement effort. The program will provide a platform for youth in the Shasta Region to share a story of their experience walking or biking around their neighborhood and the city through photos, videos, artwork, poetry, short stories, or other creative formats. The objective of the exercise is to begin a dialogue about how active transportation infrastructure can impact their lives and those of their community. The project team will develop a summary of findings from the Youth submissions about personal experiences that will help to inform the development of the overall active transportation strategy. We will engage student participants through a grassroots engagement effort, including partnerships with local community-based organizations that work with youth, the school district, and charter schools.

KIDS ENGAGEMENT ART PROJECT FROM RECENT WORKSHOP WITH THE PIT RIVER TRIBE IN BURNEY



Our Words in Action

We've worked successfully with the City of Redding, Healthy Shasta, SRTA, and schools in both Redding and Burney communities to hold school engagement activities that provide meaningful input into our projects while also creating art and visuals that support grant application success including the Butte Street Boogie Network from Cycle 6.

2.3 Temporary Built Environment Demonstrations

The Kittelson team will support community organizations and local jurisdictions in implementing temporary built environment demonstrations as a means for generating community input and buy-in for the projects being developed and advanced to grant applications. The Kittelson team support will include planning and selecting up to four demonstration sites and projects with delivering agencies, as well as training for successful implementation.

The Kittelson team will also provide guidance on material selection and traffic control, and where needed, a sketch plan of the proposed demonstration. We will also engage a local CBO to further help coordinate logistics on the ground and engagement, including serving as ambassadors during the actual demonstrations.

We assume the demonstration projects will be conducted over a limited timeframe (e.g., a portion of a weekend). We also assume that the delivering agency will take responsibility for acquiring materials for the demonstration project, constructing the demonstration project, providing the necessary traffic control for the demonstration project, and disassembling the demonstration project. To the extent feasible, the demonstration projects will be coordinated with other engagement activities.

2.4 Technical Memo on Public Engagement and Stakeholder Communication

We will document the public engagement and stakeholder communication undertaken as part of the project and grant application development. The technical memorandum will be prepared near the close of the work authorizations so that the content of the memorandum can capture all activities that took place across the different work orders and informed the grant applications.

Task 2 Deliverables

TASK 2.1

- ◆ Weekly management meetings with SRTA
- ◆ Bi-weekly management meetings with SRTA and Agency Partners during project development phase
- ◆ Up to six (3) stakeholder meetings with SRTA, Project Stakeholders, and Agency Partners per agency per grant cycle
- ◆ Meeting collateral: Project team roster, sign-in sheets, agendas, meeting notes, project updates (in meeting notes), presentation material, schedule of meetings
- ◆ Up to twenty (20) draft work orders depending on scope and scale of the project
- ◆ Up to twenty (20) final work orders depending on scope and scale of the project

TASK 2.2

- ◆ Coordination and implementation of selected engagement activities
- ◆ Schedules, notes, invitations, participation counts from engagement meetings, public engagement campaign, content for social media posts (English & Spanish); survey(s), results, and analysis of results; project layout boards

TASK 2.3

- ◆ PowerPoint presentation outlining the keys to successful demonstration project implementation
- ◆ Brief memo outlining considerations for each selected demonstration project, including a sketch plan and traffic control guidance
- ◆ Photos, video, and/or feedback from community

TASK 2.4

- ◆ Technical memorandum summarizing public engagement and stakeholder communication and results
 - One draft version for review and comment by SRTA project manager
 - One final version updated based on review by SRTA project manager

Task 3. Regional Active Transportation Network Expansion

Purpose: Develop the alignments and layouts for the projects selected to advance to grant applications. Arrive at alignments and layouts supported by the delivering agencies, SRTA and key implementation partners.

3.1 Conceptual Corridor Alignments and Layouts

The Kittelson team will develop up to three alignments for each selected project. The specific number of drafts per alternative alignment will be specified as part of each work order developed in Task 2.1. As part of this task, the Kittelson team will also develop supporting cross-sections and plan view layouts for the preferred alignments selected for each alternative. The specific number of cross-sections and plan view layouts will be specified as part of each work order developed in Task 2.1.

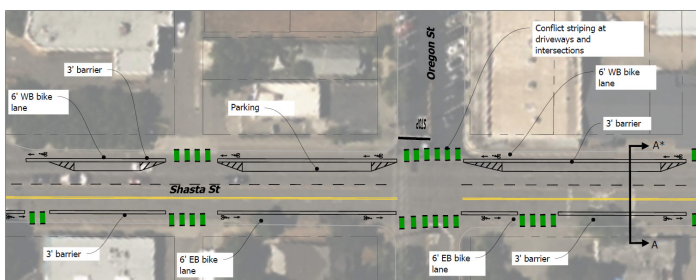
On-Street (Class II, III, IV) and/or Crossing Facilities

For the on-street facilities or elements of projects that are on-street facilities, the Kittelson team will develop concept drawings that illustrate the alignment, the cross-section of the roadway with the facility, and concept plan views showing treatment needs or calling out design changes needed at intersections along the alignment. The alignments and layouts will be done over scaled aerial imagery. It will take into account visible or observed conditions related to things like driveway access, transit stops/service, utilities, and constraints from right-of-way, land use, or environmental considerations. Developing the alignments and layouts will also take into consideration available data related crash data,

Our Words in Action

The Kittelson Team has been working with you to develop concepts, estimates, and successful grant applications. We have a deep understanding of the types of projects which will be most likely to be funded and the materials needed to get them there.

CONCEPT DRAWINGS FOR CLASS IV PROTECTED BIKE LANES ON SHASTA STREET FROM SUCCESSFUL BUTTE STREET BOOGIE ATP APPLICATION



traffic volume data, and vehicle speed data (e.g., previous or recent 85th percentile speed data). This task does not include traffic operations analysis, utility requests or coordination, or obtaining survey data. Grading, stormwater, or other detailed design will also not be included, but any related issues that are readily apparent from available information will be noted.

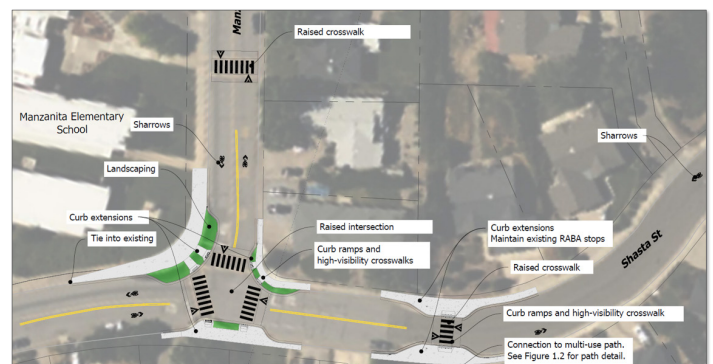
Off-Street Shared Use-Paths or Trails (Class I Facilities)

For projects that are comprised of off-street shared use path elements the Kittelson team will develop concept drawings that show the trail alignment, identify conflicts or obstructions with utilities and other existing features, as well as potential right of way impacts or acquisition needs. In doing so, the Kittelson team will prepare 40 scale layouts inclusive of cross sections, dimensions, obstructions, constraints, and photos accompanied by narrative of implementation considerations, the alternatives considered, and the ultimate recommended alignment. Twenty scale layouts will be developed where greater detail is necessary to ensure construction and right-of-way costs can be captured accurately in the cost estimate. Grading, stormwater, or other detailed design will not be included, but any related issues that are readily apparent from available information will be noted.

3.2 Alignment and Layout Recommendations (Including Preliminary Cost Estimates)

Using the alternatives developed in Task 3.1, the Kittelson team will work with SRTA and delivering agencies to identify a preferred alignment and corresponding plan view and cross-sections for each project advancing into a grant application. The regular check-in meetings with SRTA and the delivering agencies scoped in Task 2.1 and the input from the public engagement activities in Task 2.2 and Task 2.3 will be used to inform the recommended projects. In addition to those consensus building activities, the consultant team will qualitatively assess the alternatives for the benefits and tradeoffs as it relates to the road user experiences and also competitiveness for grant funding.

CONCEPT DRAWINGS SHOWING TRAFFIC CALMING AND ACCESS IMPROVEMENTS NEAR MANZANITA ELEMENTARY SCHOOL AS PART OF THE SUCCESSFUL BUTTE STREET BOOGIE ATP APPLICATION



For the agreed upon alignments and layouts for the projects, the Kittelson team will advance the alignments, layouts, plan view concepts, and cross-sections to levels of detail suitable to support competitive grant applications for each project. The designs will also be suitable for developing cost estimates in support of the grant application. It will include recommended solutions for challenging or problem intersections building off the alternatives explored in Task 3.1. Information such as right-of-way needs or impacts, issues related to culverts or utilities, and potential environmental impacts will be identified. Where feasible with the available information, potential solutions for those issues will be identified. However, each project will need to undergo PS&E and, may in some instances, environmental study/clearance, after securing grant funds to support implementation.

The design activities in this subtask will be of sufficient detail to identify a preferred alignment and design that is feasible to construct and a cost estimate that enables SRTA and the delivering agency to secure funding to advance the project to implementation – through final design, environmental clearance, and to construction. This task will also include grant-related supporting documents such as Engineer’s Cost Estimate, Engineer’s Checklist, right-of-way checklist, and other requirements determined by the ATP or other grant programs.

3.3 Technical Memo for Alignments and Layouts

We will document the alignments and layouts developed as part of advancing each of the selected projects towards grant applications. The technical memorandum will be prepared near the close of the work orders authorized so that the content of the memorandum can capture all activities that took place across the different work orders and inform the grant applications.

Task 3 Deliverables

TASK 3.1

- ◆ Notes from walk/bike audits and other corridor analyses
- ◆ Up to three different alignment and layout alternatives for up to 15 projects
 - Alignment and layout alternatives will be GIS over aerial photos for base maps

TASK 3.2

- ◆ Recommended alignments and PSR-Equivalent layouts for 10 to 20 corridors in and between SGAs (incl. cross sections). Grant-related supporting documents

TASK 3.3

- ◆ Technical memorandum summarizing corridor alignment and layout results
 - One draft version for review and comment by SRTA project manager
 - One final version updated based on review by SRTA project manager

Task 4. Grant Writing

Purpose: Fundamentally, this contract is about moving the Shasta Regional Transportation Authority’s (SRTA) transportation system forward, improving accessibility, mobility, and health for residents and visitors in the region by connecting, expanding, and improving the existing pedestrian and bicycle network and facilities. Our team will assist SRTA in applying for active transportation grant funding, including helping with the most important step – putting forth projects that strategically align with active transportation grant funding opportunities, such as the California Department of Transportation’s (Caltrans) Active Transportation Program, Highway Safety Improvement Program (HSIP), Sustainable Communities Program, Strategic Growth Council’s (SGC) Transformative Climate Communities (TCC), and California Natural Resource Agency’s (CNRA) Urban Greening, to name a few.

4.1 Technical Assistance

Our team will evaluate each proposed project against historically funded projects to ensure consistency with the grant program funding goals and competitiveness. We will work to review and identify the best, most competitive opportunities. Some projects might be better than others and we will help SRTA make those assessments so resources are not lost on poor project candidates. Once SRTA is confident in pursuing funding, our team will familiarize ourselves with the project, meeting with local agency staff, preparing compelling narratives, and coordinating and enhancing all aspects of the grant application, including materials – photos, drawings, and analysis. We will align applications to writer’s expertise, write succinctly to the evaluation criteria, ensure consistency throughout all applications, and strengthen applications by incorporating SRTA comments.

4.2 Grant Writing and Integration of Feedback

It is our goal to make the grant writing process easier. As such, we will provide a checklist of all items needed for each type of grant application/project and work with SRTA to obtain relevant information for inclusion in each application. While granting agency guidelines are changed from year-to-year, much of the information requested generally comprises similar materials. Therefore, we expect to establish project and process checklists early to facilitate overall project readiness, as well as ensure that required information is not delayed, and readily available prior to grant writing commencing.

As noted in the RFP, SRTA will be responsible for obtaining and providing the Kittelson team with the necessary background data to develop narrative responses and prepare “evaluator-friendly” exhibits. As such, we will prepare

template and brand guidelines for all graphic materials and support elements. Data provided by the SRTA will be analyzed and translated into the templates providing the ability to tell a more-focused story within the application while also delivering a consistent look within each application and across all applications for the contract.

A critical component of most active transportation grant applications is a compelling narrative that explains local and regional need for the proposed project. Our team is experienced in crafting these compelling narratives by using engaging language and storylines and using them to develop compelling grant applications. After the actual message and story is crafted and narrative responses are prepared, we will prepare draft applications with all elements, including the prepared exhibits. We will ensure issues can be rectified and areas of weakness strengthened early in the process via an independent quality assurance/quality control (QA/QC) process, in which independent staff will review and provide recommendations on the draft. Along with our team's QA/QC review, the SRTA's process to review prepared drafts and involve a separate panel (Task 5) to place applications under a mock scoring evaluation process will ensure applications are of the highest possible quality.

Task 4 Deliverables

TASK 4.1

- ◆ Grant application data lists and exhibits along with technical memo tying specific data to winning grant applications

TASK 4.2

- ◆ Draft and final Microsoft Word versions of documents and applications for 15 to 25 grant applications (total grants to be determined based on individual work order scopes as noted in Task 2).

Task 5. Shasta's Grant Application Review Panel

Purpose: Increase the competitiveness of the grant applications by improving how the proposed projects are presented and described in the applications themselves.

5.1 Review DRAFT Grant Applications and Provide Feedback

The Kittelson team will identify up to three experts (volunteers or members of the consultant team not associated with the project) to review the draft active transportation program grant applications to provide objective and critical feedback to help improve the competitiveness of the grant applications. To facilitate this contractually, this review will be integrated into each of the work orders for the grant application development (i.e., the work orders developed in Task 2.1).

The experts will be familiar with the different competitive active transportation funding programs and the California Transportation Commission's Active Transportation Program. The panel review will be integrated into individual work authorizations. The review will use the grant programming scoring rubrics to generate anticipated scores and be the basis for identifying areas or ways in which the draft applications could be improved.

Task 5 Deliverables

TASK 5.1

- ◆ Bulleted list of critical feedback and recommendations (based on grant program scoring rubrics and guidance) specific to each application

Task 6. Final Report

Purpose: Prepare final documentation to preserve the information, considerations, input, deliverables, and process for developing the grant applications prepared in Phase B.

This task involves the preparation of the draft final report and final report. The final report is the compilation of technical memos that were prepared for previous tasks over the course of the project and includes the project results in one document.

6.1 Draft Final Report

The Kittelson team will prepare a draft final report that is a compilation of the technical memorandums, deliverables, and outcomes of the work that led to the grant applications. The draft final report will also include discussion of next steps as it relates to implementing each of the recommended projects. To ensure the draft final report will capture the information and detail needed, Kittelson will prepare and provide an annotated outline of the final report to SRTA project manager for comment prior to drafting the full final report. From the agreed upon annotated outline, we will draft the final report. The draft final report will be provided to SRTA project manager for review and comment.

6.2 Final Report

The Kittelson team will revise the draft final report based on comments from SRTA project manager to produce the final report. In addition to delivering the final report in electronic form (i.e., Word and PDF formats), we will also produce and deliver up to 10 color hard copies of the final report for circulation.

Task 6 Deliverables

TASK 6.1

- ◆ Draft final report with implementation and next steps

TASK 6.2

- ◆ Final report (10 color copies) in printed and digital formats for circulation