



# California Climate Investments Active Transportation Program Pilot Technical Assistance Program Final Report

March 2019



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# 1 Executive Summary

As part of the Active Transportation Program – California Climate Investments Pilot Technical Assistance Program (CCI ATP Pilot TA Program), the Strategic Growth Council and Caltrans managed a program of support services for disadvantaged communities applying for ATP Cycle 4 funding. The Project Team consisted of four non-profit organizations that have expertise in the ATP, technical assistance and community engagement:

- Local Government Commission (LGC) – Project Manager
- California Bicycle Coalition (CalBike)
- California Walks (Cal Walks)
- Rails-to-Trails Conservancy (RTC)

The Project Team created and managed a competitive statewide selection process to offer free technical assistance for three to five disadvantaged communities. Twenty-three communities applied and five were selected. The five communities selected for technical assistance through this CCI ATP Pilot TA Program included:

- Willits
- Colton
- San Joaquin County
- Thermal and Oasis (Riverside County)
- Richmond

The technical assistance consisted of a package of services, including a community needs assessment, site visit, training workshop, networking session, and assistance with the preparation of an ATP application.

## RESULTS

Of the five communities we assisted, three were awarded funding from the Statewide or Small Urban/Rural share of ATP. The remaining two are being considered in the MPO phase of ATP programming. San Joaquin County, one of the two remaining communities, has the highest scoring project pending in its MPO competition.

The Project Team surveyed the five technical assistance recipients after we concluded our services, and the recipients *unanimously* provided a positive assessment of the performance of LGC, RTC, CalBike, and Cal Walks as technical assistance providers. Technical assistance recipients also *unanimously* believed that the CCI ATP Pilot TA Program resulted in higher quality, more competitive applications, and all respondents supported this type of assistance in the future.

## HIGHLIGHTS OF LESSONS LEARNED/RECOMMENDATIONS

**Expand the Program:** There is great need and demand for technical assistance in disadvantaged communities across the state, and the CCI ATP Pilot TA Program is a sound model that should be continued and expanded to serve more communities.

**Begin Services Earlier:** The complex needs of applicant communities would be better served by starting technical assistance much earlier. We recommend having the technical assistance provider(s) in place a year prior to the RFP for the next ATP cycle, so the technical assistance provider(s) can assist with selection/development of competitive projects and community engagement. This will foster stronger long-term capacity building.

**Flexible Scope:** Recognizing that the needs of various communities will be different, we recommend structuring the work program so the technical assistance provider(s) have a variety of tools and services that can be employed and tailored to each community, rather than requiring that the exact same services be delivered in each community.

**Include Specialized Expertise:** The scope of work should include budget to support specialized expertise such as engineering for detailed cost estimates, or Geographic Information System (GIS) services for mapping and analysis. The budget should allow for flexibility to allocate funds to different specialties based on demand once the communities are selected and their needs are identified.



## 2 Summary of Work Program Activities

### SUMMARY OF TECHNICAL ASSISTANCE ACTIVITIES

From February 2018 through March 2019, the Project Team delivered technical assistance to five communities: the City of Willits, the City of Colton, San Joaquin County, the Thermal and Oasis communities of East Coachella Valley, and the City of Richmond. The tasks outlined below detail the process by which the technical assistance providers selected the communities, conducted needs assessments and developed work plans with each community, and provided support for the Cycle 4 ATP applications. As a result of these tasks, three out of the five applicants have been awarded funding for their projects, and the remaining two are in a strong position to receive funding from the regional portion once it is allocated.

### TASK 2: SELECTING TECHNICAL ASSISTANCE RECIPIENTS

In consultation with Strategic Growth Council and Caltrans staff, the Project Team defined the following process for selecting communities to receive technical assistance for Cycle 4 of the ATP. The selection process included:

1. Distribution of a survey application
2. Creation of selection criteria
3. Selection of technical assistance recipients
4. Assignment to one or more of the Project Team's four technical assistance providers

Some of the applicants whose projects were not a good fit for technical assistance through this CCI ATP Pilot TA Program were referred to and encouraged to apply to other grant opportunities and/or provided assistance through other technical assistance programs.

### Technical Assistance Survey Application

In March 2018, the Project Team advertised a technical assistance survey application through its member organizations' networks and the Active Transportation Resource Center (ATRC) and set an application deadline of April 6, 2018. The full survey is included in Appendix B. The survey application targeted underserved and low-income communities, advertised free technical application assistance for three to five communities, and surveyed:

1. Project readiness
2. Technical assistance needs
3. Geographic diversity/community type
4. Other technical assistance or consultant services leveraged in addition to the CCI ATP Pilot TA Program
5. Applicant capacity (such as staff availability)
6. Whether the proposed project is located in/serves disadvantaged and/or low-income communities that fulfill Assembly Bill (AB) 1550 requirements (as determined by whether the proposed project is located in Census tracts scoring in the top 25% of CalEnviroScreen 3.0 and defined as low-income per one of several definitions stipulated in AB 1550)

In total, the Project Team received 23 applications. Below is a breakdown of the types of ATP project proposals the Project Team received:

1. Sixteen infrastructure-only projects
2. Five infrastructure/non-infrastructure combination projects
3. Two plan projects

## **Technical Assistance Recipient Selection Process**

The technical assistance selection process was broken down into three phases. These phases included:

1. Project Team meeting #1 - Selection criteria review and initial screening of applicants (April 12, 2018)
2. Follow-up assessment calls with potential technical assistance recipients (April 16 – 19, 2018)
  - a. City of Willits
  - b. City of Colton
  - c. Community Services and Employment Training, Tulare County
  - d. San Joaquin County Public Works Department
  - e. City of Richmond
  - f. San Gabriel Valley Council of Governments
  - g. Trinity County/Lewiston
5. Project Team meeting #2 - Selection of technical assistance recipients and assignment of Project Team leads for each of the five communities selected (April 20, 2019)

In Phase 1, the Project Team agreed upon a set of criteria with Strategic Growth Council and Caltrans staff to select technical assistance recipients. Screening criteria were prioritized as follows (from highest to lowest):

1. First Screening/Top Priority: Severity of disadvantaged community status
  - CalEnviroScreen (CES) 3.0 score is above 51.19 (91-100 percentile)
  - Statewide Median Household Income (MHI) is below 65% of state median (i.e. < \$41,459)
2. Second Screening: Past history with ATP
  - Have not applied or received any grants in past three cycles
  - Have received one grant
  - Have received two or more grants
3. Third Screening: Whether applicant is receiving any other technical assistance
4. Fourth Screening: Geographic Diversity/Community Type
  - Rural
  - Frontier
  - Tribal
  - Urban
5. Fifth Screening: Readiness
  - Infrastructure Projects: Are the improvements included in a plan? Has the right-of-way been acquired? Have National Environmental Policy Act (NEPA)/California Environmental Quality Act (CEQA) requirements been fulfilled? Other challenges?
  - Non-Infrastructure Projects: Does the applicant have established/existing relationships with agencies/community-based organizations (CBOs) that will be part of project?
  - Plan Projects: Does the applicant have a general scope in mind? Is it an update or a new plan? If an update, how old is the plan?
  - Does it appear that applicant will be able to take advantage of technical assistance we provide to pursue a successful application?



**Figure 1 ATP Score Results for TA Client Communities**

Community	Lead Technical Assistance Provider	ATP Application Type	Percent of Application Type Approved for Funding <sup>1</sup>	Amount Requested (FY 2019)	ATP Score	Received Funding Cycle 4
City of Willits	RTC, with assistance from LGC	Combined Medium Infrastructure & NI	11.76%	\$ 6.362 million	87	Yes, Statewide Component
City of Colton	CalBike	Combined Medium Infrastructure & NI	11.76%	\$ 2.720 million	90	Yes, Statewide Component
San Joaquin Public Works Department	Cal Walks	Small Infrastructure	7.09%	\$ 1.439 million	87	Pending, MPO Component
Thermal and Oasis	LGC	Medium Infrastructure	8.41%	\$6,844 million	93	Yes, Statewide Component
City of Richmond	LGC	Medium Infrastructure	8.41%	\$ 3.768 million	68	Pending, MPO Component

The Project Team reviewed survey responses and information collected during follow-up calls in Phase 2 to select technical assistance recipients for Phase 3. As a result of the selection process during Phase 3, the Project Team selected five technical assistance recipients for the CCI ATP Pilot TA Program and assigned a technical assistance lead to provide technical assistance to the selected recipients, as shown above in Figure 1. The five communities that received technical assistance were selected as a result of a combination of factors, which primarily included:

- Qualified as a disadvantaged community from one of the qualifying definitions: a top 25% CES 3.0, <80% MHI, AB 1550, or other qualifying definition.
- Planning process conducted, with project ready for implementation.
- Low staff capacity and difficulty scoping for a competitive application.
- Geographic diversity.

### **Advice Provided to Applicants Not Ultimately Selected**

Communities were notified if they were not selected to receive technical assistance through the CCI ATP Pilot TA Program. SGC and the Active Transportation Resource Team (ATRT) (led by RTC)

<sup>1</sup> Percentage representing total applications of this type funded over total applications in the category

provided support to some of the applicants that were not selected in a variety of ways, including: encouraging them to apply to other grant opportunities; providing feedback on areas where their project could improve; and providing technical assistance through the ATRT Program (three communities were referred to the ATRT program through the CCI ATP Pilot TA Program). One applicant, Mariposa County, was not selected to receive the full menu of technical assistance services through the CCI ATP Pilot TA Program, but RTC and LGC provided some review and feedback on their draft application as an extra service. The applicants with non-infrastructure components could have also reached out for feedback from ATRC non-infrastructure technical assistance providers at the California Department of Public Health. Ultimately, the applicants that the Project Team did not accommodate through the CCI ATP Pilot TA Program were not selected to receive technical assistance due to one or more of the following reasons:

- The applicant received technical assistance in some other form.
- The applicant had received funding from a recent funding cycle for the ATP.
- The project area Census tracts and/or blocks did not meet CES 3.0 or MHI DAC requirements.
- The project was not sufficiently ready or was a better fit/referred to another source of funding and/or technical assistance program.
- Another project in the same geographic area was selected for technical assistance.

### **TASK 3: INITIAL COMMUNITY NEEDS ASSESSMENT**

Each of the Project Team members contacted their respective technical assistance recipients to coordinate an Initial Community Needs Assessment. This phase included an initial phone call with the technical assistance recipient to discuss the project proposal and logistics for a site visit and setting up a work plan. The purpose of this task was to establish a relationship with the technical assistance recipient and to define what would be an essential course of action to provide support.

#### **City of Willits - RTC**

##### **Community Needs Assessment, Site Visit & Work Plans**

RTC and LGC conducted technical assistance for the City of Willits to support an application to fund construction of the Willits Rail-with-Trail project and corresponding non-infrastructure activities. On May 1, 2018, RTC and LGC conducted an initial assessment call with Dusty Duley, Community Development Director/City Planner and Jim Robbins, Community Development Specialist. RTC and LGC recommended that the City request the ATP score sheets (from previous cycles of ATP) from the California Transportation Commission (CTC) staff to assist in the development of the Cycle 4

application. Based on their description of the project and how it would address safety and mobility needs of non-motorized users, the Project Team determined the project scope would be competitive under Cycle 4.

On May 23, 2018, the RTC and LGC followed up with a more in-depth conversation to assess the City's needs, and subsequently scheduled a site visit and prepared a work plan and timeline for technical assistance.

On June 14, 2018, RTC and LGC traveled to Willits for a site visit with City staff. The site visit included walking the entire length of the proposed rail-trail corridor with City staff (Figure 2), reviewing relevant planning and engineering documents, and discussing next steps. Based on conversations with City staff, RTC and LGC prepared a Work Plan Memo (Appendix C) summarizing the key tasks and estimated timeline.

**Figure 2** LGC and City of Willits staff walking along the proposed Willits rail-trail corridor as part of their site visit, Willits, June 2018



Photo credit: Laura Cohen, Rails-to-Trails Conservancy



## City of Colton - CalBike

### Community Needs Assessment, Site Visit & Work Plans

The City of Colton held an orientation phone call with CalBike on May 1, 2018. CalBike then drafted a Work Plan Memo (Appendix D) that outlined its technical assistance services and a timeline to complete and submit the ATP proposal.

CalBike facilitated a kick-off meeting on May 15, 2018 with City of Colton staff, including Jessica Sutorus, Juan Vargas, Reggie Torres, and the city's grant writer Andrea Owen, who was hired for ATP application support. The meeting included a discussion of the application timeline, budget, outreach process for the selected project, and next steps to submitting a quality application (Figure 3).

**Figure 3** CalBike staff and City of Colton engineers review project site plans, Colton, May 2018



Photo credit: California Bicycle Coalition

In addition to the in-person meeting, the CalBike was given a tour of the proposed facility (Figure 4). This was helpful in developing key areas of feedback regarding issues the City staff was encouraged to address as they develop the proposed path, including the need to connect the path safely and conveniently to the adjacent streets that leads to other schools and other bike lanes (an issue that had not been considered before the consultation). During the site visit, the CalBike discussed possible non-infrastructure components to make the application more competitive. Ultimately, the City chose to include a non-infrastructure component in its proposal, earning the application more points.

**Figure 4** CalBike and City of Colton staff tour proposed project site, Colton, May 2018



Photo credit: California Bicycle Coalition

The work plan for City of Colton focused on a detailed review of the ATP application narrative responses. By visiting the proposed project site prior to reviewing the application, the Project Team was able to determine whether the grant writer accurately captured the elements discussed on the site visit.

## **San Joaquin County Public Works Department - Cal Walks**

### **Community Needs Assessment, Site Visit & Work Plans**

On Monday, May 21, 2018, California Walks (Cal Walks) hosted an in-person site visit with several representatives of the San Joaquin County Public Works Department (SJCPW). During the site visit, Cal Walks reviewed SJCPW's needs assessment questionnaire, its training and networking session training offerings, and its application review support, and visited the proposed project site. Additionally, Cal Walks worked to finalize and clarify the type of information and data included in the needs assessment questionnaire. They also reviewed potential education and training opportunities and discussed the specific needs and historical challenges San Joaquin County has faced with the ATP and other state funding programs. These challenges included conducting adequate data collection, sufficiently engaging the public, and addressing staff capacity issues due to staff turnover and retirements.

The site visit concluded with the SJCPW providing an overview of their proposed ATP project: a sidewalk improvement project near an elementary school and focused in a residential area. The site visit was extremely beneficial in identifying potential organizations and outlets from which to gather data and developing supplemental information and materials for inclusion in the proposal. During the site visit, the Project Team recommended specific strategies in support of additional community outreach. Cal Walks drafted a Work Plan Memo for SJCPW (Appendix E) staff that outlined its technical assistance services and a timeline to complete and submit the ATP proposal.

## **Thermal and Oasis (County of Riverside) – LGC**

### **Background**

The application for technical assistance was submitted by Kounkuey Design Initiative (KDI), a nonprofit planning and design organization that was leading the process of developing a neighborhood mobility plan for the unincorporated communities of Thermal and Oasis in the Eastern Coachella Valley in Riverside County. KDI was part of a team that included Riverside County, LGC and three CBOs in that region — Lideres Campesinas, Inland Congregations United for Change, and Leadership Counsel for Justice and Accountability. At the time of the application for technical assistance, this team was in the final stages of preparing a Neighborhood Mobility Plan for these two unincorporated communities partially funded by a Caltrans Sustainable Communities Planning grant that was awarded to Riverside County in 2016.



The KDI team requested assistance to develop an application for the ATP to build out approximately 16 miles of multi-use trails that would connect key destinations in these two rural communities, including residential neighborhoods, schools, and retail stores. Riverside County supported this approach, but due to limited staff resources, asked the KDI team to prepare the application on its behalf. The Neighborhood Mobility Plan had been prepared through a robust community engagement process in 2017 that included several rounds of workshops and other events to gather input from community residents. As previously mentioned, it also involved several CBOs active in the region. In light of this, and given LGC's direct involvement in the development of the plan, several community engagement tasks were conducted prior to the start of the ATP Cycle 4 proposal.

### **Community Needs Assessment, Site Visit & Workplans**

Beginning in the fall of 2017, LGC, KDI and several local CBOs assembled background information on the needs of the Thermal and Oasis communities as part of the analysis of existing conditions and held several community charrettes to help develop the communities' Mobility Plan. This process was informed by an advisory group which brought together key stakeholders active in the region, including staff from Riverside County, the Coachella Valley Association of Governments, Sunline Transit, the local school district, members of the Torres Martinez Tribe and several CBOs. The advisory group met on August 24, 2017 and September 19, 2017 and provided KDI with valuable information on the challenges and opportunities facing the two communities.

The LGC conducted site visits of the two communities on May 31 and August 24, 2017. Direct input from community members was provided at workshops held on November 18 in Oasis and November 20 in Thermal. In addition, the KDI team conducted a series of pop-up events in the two communities over several days over the November 18 weekend. During the workshops, over 50 community residents provided detailed information about the challenges of walking and bicycling in the region. Participants were also able to discuss what types of facilities they thought would be most useful and where they should be located. Additional opportunities for community members and stakeholders to provide input on the plan took place over the ensuing months. On March 4, 2018, for example, the KDI team set up a temporary installation on Pierce Avenue next to the new Oasis soccer field to demonstrate what a Class II bicycle lane and a Class IV separated bikeway would look like (Figure 5 and Figure 6). Based on the input received through all the events described above, KDI developed a draft plan that called for building approximately 16 miles of multi-use asphalt trails alongside rural roads to allow residents to walk and ride a bicycle to key destinations in the two communities.

LGC drafted a Work Plan Memo (Appendix F) that outlined its technical assistance services and a timeline to complete and submit the ATP proposal.

**Figure 5** Temporary Bike Lane Installation and Community Input Boards, Thermal/Oasis, March 2018



Photo credit: Local Government Commission

**Figure 6** Temporary Bicycle Lane Configuration, Thermal/Oasis, March 2018



Photo credit: Local Government Commission

## **City of Richmond - LGC**

### **Community Needs Assessment, Site Visit & Work Plans**

LGC met with Richmond staff from the Planning, Engineering and Community and Economic Development Department on May 10, 2018 in a networking and brainstorming session to assess readiness and steps needed to prepare an application to transform Harbour Way into an active transportation corridor.

The focus of the technical assistance would be on pedestrian and bicycle improvements to Harbour Way, which has the potential to serve as a major active transportation corridor and connector between the new Richmond Ferry Terminal, historic waterfront, park and Bay Trail to the south, and several disadvantaged neighborhoods, downtown and the multimodal Bay Area Rapid Transit (BART) station to the north.



LGC determined that the City had conducted multiple overlapping studies with extensive community engagement, resulting in several plans that together laid the foundation for a design strategy, but considerable work was needed to assemble data and plans into a concise, unified concept and proposal for funding.

Given the City's need for assistance with engineering-related issues, including merging multiple designs into a single drawing and preparing cost estimates and an engineering checklist, LGC arranged for support from the transportation planning/engineering firm Fehr & Peers, which was part of the CCI ATP Pilot TA Program.

LGC, with SGC and Fehr and Peers staff met again with City staff on June 7 for a strategy meeting and site visit to collect measurements and data to help develop technical components needed for the project application. LGC followed the visit with a detailed Work Plan (Appendix G).

## TASK 4: ATP EDUCATION & PROJECT DEVELOPMENT

One integral aspect of the CCI ATP Pilot TA Program was the inclusion of intensive training and networking sessions for each technical assistance recipient. These sessions were structured to encourage the recipients to plan beyond the ATP application deadline by thinking about strategies to develop additional capacity and cultivate community support for overall active transportation goals.

### Training & Networking Sessions

#### City of Willits – RTC

**Networking Sessions:** RTC worked with City staff to plan and conduct a networking session, which was billed as a "Community Stakeholder Meeting" relating to the rail-trail project. The goal was to provide an update on the project and the City's progress in preparing an ATP application, as well as to provide best practices from rail-trails in other rural areas. RTC helped to develop the agenda, collaborated on outreach, and gave a presentation at the meeting on July 10, 2018. The meeting was well attended by about 22 people representing a variety of organizations and agencies, including Walk & Bike Mendocino, Mendocino Council of Governments, the Sherwood Valley Band of Pomo Indians, Mendocino County Public Health, and a Willits City Council member and City Manager. All attendees were strongly supportive of the project, with many offering to write support letters for the application.

**Training Session:** Based on feedback from City staff, RTC determined that the training session should be scheduled at a later date so that staff could focus on completing a strong ATP application.

The training session was ultimately held on March 1, 2019. RTC planned and facilitated the session, which included public agency representatives, local business owners, and other City stakeholders. The agenda included an update on the newly funded ATP project, the Willits Rail-with-Trail, and then a briefing by staff from State Senator McGuire’s office on how to incorporate it into the Great Redwood Trail project, a major regional trail project that will connect five coastal counties between Humboldt and Marin. Jason Liles, the Senator’s Chief of Staff, provided a detailed briefing on the project (Figure 7). The presentations were followed by a robust question and answer session, discussing the two projects and their implications for active transportation and community development in the City of Willits. The training session was well-attended, with 20 stakeholders including two City Council members, the City Manager, the President of the local Chamber of Commerce, and representatives from the Pomo Indian tribe.

**Figure 7** Jason Liles from the Office of Senator Mike McGuire providing a briefing on the Great Redwood Trail Project to City of Willits Stakeholders, Willits, March 2019



Photo credit: Ben Kaufman, Rails-to-Trails Conservancy

### **City of Colton – CalBike**

City of Colton staff were interested in the training and networking provided by the CCI ATP Pilot TA Program, however as a small city with limited staff time, it was determined to expand the services available to serve the region as a whole. On March 26<sup>th</sup>, 2019 CalBike facilitated an ATP workshop entitled “The Advancement of Active Transportation in San Bernardino and Riverside Counties.” The 3 hour workshop and networking session was open to San Bernardino County and Riverside County local agency staff, stakeholders, and the interested public. The training covered a review of the Active Transportation Program Cycle 4 results and the areas of the application that applicants did most poorly on and what those issues were. It also included robust conversation about how to leverage data to meet transportation needs, why integrating public health is critical to a successful project, the bicycle and pedestrian design standards that make for safe and accessible projects, and what kinds of resources exist for communities to build competitive applications for their projects. The training was well attended, with 18 stakeholders including planners, engineers, public health representatives, and local non-profits.

### **San Joaquin County Public Works Department - Cal Walks**

Cal Walks provided support to SJCPW staff through a capacity-building webinar on July 3, 2018. Cal Walks covered content similar to the introductory webinar but tailored the content to meet the needs of the SJCPWD.

Additionally, Cal Walks organized and facilitated a follow-up capacity-building training and networking session on October 25, 2018. Over the course of two hours, Cal Walks facilitated three activities to help participants share their work and geographic area(s) of focus; understand others’ work and priorities; and identify areas of overlap and opportunities for collaboration related to community-driven active transportation project identification, prioritization, and stakeholder engagement. The training was attended by a total of twelve participants representing government agencies and CBOs from throughout San Joaquin County.



**Figure 8** Representatives from various San Joaquin County organizations participate in networking session mapping exercise, San Joaquin County, October 2018



To assist participants in identifying opportunities for collaboration, Cal Walks facilitated a mapping activity where participants (which included CBOs, San Joaquin Council of Governments (SJCOG), SJCPW, and San Joaquin Public Health Services) were asked to identify communities in which they previously worked, are currently working, or are planning to work in the near future. Participants then posted their answers on the wall and Cal Walks clustered participants' submissions to identify areas where there was overlap in present or planned work. Following the identification of priority work clusters, participants were then asked to illustrate their organization's specific active transportation priorities on a large-scale map (Figure 8).

As part of this capacity-building training session, Cal Walks also facilitated a focused presentation on improving participants' understanding of the types of quantitative and qualitative data available for identifying walking and biking patterns, and barriers and opportunities to collecting such data. Following the presentation, Cal Walks facilitated a brief discussion on identifying potential data sources local to San Joaquin County. Participants expressed strong interest in a follow-up meeting to collaborate on developing a shared inventory of local data sources that could be used for active transportation planning. This meeting would include discussions on the type of data, the frequency of collection, and which stakeholders are currently collecting the data.

Cal Walks closed the capacity-building session by working with participants to identify specific activities for collaboration over the next 12-18 months for two target neighborhoods in San Joaquin County: Garden Acres and the Port of Stockton.

### **Thermal and Oasis (County of Riverside) - LGC**

The workshops held in Oasis and Thermal on November 18 and 20, 2017 included many of the elements of the training sessions envisioned by the CCI ATP Pilot TA Program. During that workshop, LGC staff gave a presentation in English and Spanish on how to create more walkable, bicycle-friendly communities. The presentation described the ATP and the importance of developing a mobility plan

with strong support from the community. KDI staff also described some of the street design tools that could be used to make it easier for residents to walk and bicycle in the two communities. Participants in the workshops, including Lideres Campesinas, Inland Congregations United for Change, and the Leadership Counsel for Justice and Accountability were then able to provide input on what approaches they thought would be most useful. A prioritization exercise helped identify which routes or segments residents considered most important. Additional workshops to review draft recommendations were held in Thermal on March 5 (Figure 9) and Oasis on March 6, 2018 (Figure 10). The two Advisory Group meetings described above also accomplished the goals of the networking sessions included in this CCI ATP Pilot TA Program.

**Figure 9 Workshop participants, Thermal, March 2018**



Photo credit: Local Government Commission

**Figure 10** Workshop participants, Oasis, March 2018



Photo credit: Local Government Commission

### **City of Richmond - LGC**

On May 10, 2018, LGC, City staff, members of the Bicycle and Pedestrian Advisory Committee, Bike East Bay, Rich City Rides and other advocates conducted pop up activities at the downtown BART station in the morning and at the East Brother Tap Room in the evening as part of Bike to Work Day. LGC, in partnership with Main Street Initiative, also hosted an Open House at the City's R-Transit building at the Richmond BART Station on June 7. At all three events, stakeholders, community members, bicyclists, transit riders and others visited informational and educational stations with tools and strategies to improve conditions for walking, bicycling and transit. They also weighed in on proposed improvements and potential citywide policies and programs to include in Richmond's First Mile/Last Mile Transportation Strategic Plan. Connecting the new ferry terminal at the end of Harbour Way to the downtown with bicycle and pedestrian improvements is one of the components proposed in the first mile/last mile plan.



## TASK 5: APPLICATION ASSISTANCE FOR ATP CYCLE 4

The CCI ATP Pilot TA Program included critical support in the form of direct assistance to technical assistance recipients in preparing their ATP Cycle 4 applications. Each Project Team member determined the degree to which each technical assistance recipient could use feedback in their grant application. This ranged from providing comments on the draft application narrative to providing support on the more technical requirements of the application, including generating project maps, evaluating the project's feasibility, and providing cost estimates for the project. The following descriptions detail each community's needs and process, as well as the result of their efforts.

### City of Willits - RTC

RTC focused its application assistance for the City of Willits on the following tasks:

- Design and conduct a community survey and tabulate the data to include in the application narrative;
- Prepare a compelling project map;
- Explore adding non-infrastructure activities; and
- Provide feedback and assistance with drafting the ATP application.

Because this project had been in the planning stages for a number of years, RTC recommended that the City conduct an online survey to collect feedback from the community on whether the project was still a high priority and to assess how the project would be used if built. LGC prepared flyers in English and Spanish to publicize the survey, and both RTC and LGC provided advice on survey questions. The survey garnered 466 responses, a significant response rate given the size of the City. The enthusiastic responses affirmed the need and importance of this project to local residents.

At the request of City staff, LGC prepared a map of the project area that illustrated connections to important community destinations. LGC also coached staff on incorporating non-infrastructure encouragement activities to help ensure the success of the project. As the City completed sections of their draft application, RTC and LGC jointly reviewed and provided detailed comments to City staff.

The City submitted their application in July 2018. In December 2018, the project was recommended for funding in the Small Urban/Rural share of ATP. The project scored 87 points. On January 30, 2019, the CTC approved \$6.4 million in ATP funding for the project.

## **City of Colton - CalBike**

In early July 2018, the City of Colton shared the first application draft narrative with CalBike for review. CalBike used the detailed ATP Cycle 4 scoring rubric to evaluate the first draft based on the expectations and guidelines of the program. Detailed notes were returned to City staff and the grant writer. In mid-July, a second draft was shared with CalBike staff for review, and additional notes were provided for the staff to substantiate areas of the application narrative that were lacking in detail, and to correct technical and copy mistakes.

In late July 2018, the City successfully submitted an application and in December 2018, the project was recommended for funding from the Statewide share of the ATP. The project was one of the top scoring projects recommended for funding with a score of 90. The \$2.7 million ATP award was approved by the CTC on January 30, 2019.

## **San Joaquin County Public Works Department - Cal Walks**

Cal Walks provided direct technical assistance on SJCPW's Oro Sidewalk application through two rounds of review by two staff. During the initial site visit and in subsequent calls, Cal Walks worked with SJCPW to establish a timeline to allow for multiple rounds of feedback from Cal Walks for the sidewalk improvement project. The timeline was completed as follows:

- June 28, 2018: SJCPW completed initial draft and sent to California Walks
- July 3, 2018: Cal Walks completed review and included feedback and suggested edits
- July 9, 2018: SJCPW reviewed edits and sent back to Cal Walks for final review
- July 18, 2018: Cal Walks completed second review

Cal Walks reviewed the application and compiled feedback to help strengthen the proposal. Feedback consisted of overarching comments for areas of improvement based on the ATP guidelines and scoring rubrics for each application type, as well as specific copy edits to the draft proposal. Cal Walks used qualitative data and anecdotal information from Catholic Charities Stockton Diocese Environmental Justice Program and Public Health Advocates to help inform the project, in addition to observations from the initial site visit. Cal Walks provided additional project support by procuring public participation data from local CBOs and the local health department. San Joaquin County Public Health Services had conducted parent surveys which identified the local school, Wilhelmina Henry Elementary School, as a focus site for their Safe Routes to School efforts. This data was shared with the SJCPW to inform their proposal.

The County successfully submitted their application in July 2018. Though the project was not recommended for funding in the Statewide share of the ATP (narrowly missing the statewide funding cut-off of 89 with a score of 87), the project will be fully funded through the SJCOG regional share of the ATP. The SJCOG evaluation process ranked the project highest out of all the projects considered in the regional competition.

## **Thermal and Oasis (County of Riverside) - LGC**

KDI requested assistance from LGC with some of the more technical aspects of the ATP application. Specifically, KDI needed help evaluating the feasibility of the multi-use trail that would run parallel to rural roads based on rights-of-way, topography and on-the-ground conditions. They also asked for help with cost estimates. To provide this assistance, LGC reached out to staff from the transportation planning and engineering firm Fehr & Peers in late April 2018. Fehr & Peers had been included as part of the CCI ATP Pilot TA Program proposal specifically to assist applicants with more technical issues like these. Several days after reaching out, LGC held a call with staff from both Fehr & Peers and KDI to discuss the aforementioned information in greater detail and how Fehr & Peers could best provide that assistance.

Between May and June 2018, Fehr & Peers prepared feasibility and cost estimates for the proposed project, which KDI was able to incorporate into the ATP application. LGC staff provided advice and assistance and organized a call with staff from Cal Walks to discuss some pending questions, and Cal Walks staff provided feedback on the draft application narrative. LGC staff also conducted a final review of the narrative sections of the application and provided comments and edits to KDI.

Based on the assistance provided through this project, the KDI team was able to prepare a complete ATP proposal that Riverside County submitted to Caltrans in July 2018. The project was one of the top-scoring projects recommended for funding, with a score of 93 and was subsequently recommended for funding from the Statewide share of the ATP in December 2018. The \$6.8 million ATP award was approved by the CTC on January 30, 2019.

## **City of Richmond - LGC**

LGC arranged for Fehr and Peers to prepare an updated set of drawings that consolidated drawings from previous plans. LGC and Fehr and Peers visited the site to take measurements and clarify proposed improvements to include in the drawings and list for cost estimates. LGC also prepared sample letters of support to use for support letter solicitations (Appendix H).

LGC received the first draft of the application in progress on July 13, 2018. LGC prepared edits, comments and questions regarding the statement of project need, project scope, benefits, public



participation, and safety countermeasures responses. LGC used background and concepts from previously adopted City plans to help inform application responses. Quantitative data from the Healthy Places Index, 5-year American Community Survey (ACS) data via Census Reporter, and Transportation Injury Mapping System (TIMS) were also used to help strengthen responses.

LGC continued to provide ad hoc support, responding to questions such as how to identify and describe gap closures the project seeks to address. Fehr and Peers also provided language for the context sensitive/innovative project elements question in the application.

Due to the complexity of the proposal (converting an industrial route into a bicycle and pedestrian-friendly multimodal corridor) and the deployment of multiple City staff and consultants to prepare portions for the application, LGC never received a full version for review.

The project was not recommended for funding in the Statewide share of the ATP. LGC requested a debrief with CTC staff to discuss scoring and areas of improvement for the next round. The debrief took place by phone on February 21 and was attended by LGC and CalBike with City of Richmond staff. As follow up, CTC staff plans to conduct a site visit in Richmond in August 2019 to learn more about the project and how the City can strengthen the application in the next round.

## 3 Evaluation and Results of CCI ATP Pilot TA Program

### RESULTS OF CTC FUNDING AWARDS

The CTC released staff recommendations on December 28, 2018. Cycle 4 of the ATP proved to be one of the most competitive cycles to date. When staff released the recommended projects, only 44 projects of 553 proposals were recommended for funding in the Statewide competition and eight in the Small Urban/Rural competition, with a cut-off score of 91 and 89 out of 100 points, respectively. CTC staff revised their recommendations, due to a change in eligibility of a previously selected large infrastructure project, increasing total projects funded to 50 in the Statewide competition and 10 projects in the Small Urban/Rural competition.<sup>2</sup> The revised recommendations shifted the funding cut-off scores to 89 and 85 for the Statewide and Small Urban/Rural competitions, respectively. Recommendations for funding at the regional level are still pending but final regional project nominations are expected by April 2019. The CTC adopted the staff recommendations at their January 30, 2019 meeting. Two technical assistance recipients, Colton and Thermal and Oasis, were recommended for funding from the Statewide competition and one, Willits, from the Small Urban/Rural competition. Additional highlights and a table summary of ATP Cycle 4 are as follows:

- 553 total projects submitted
- 141 total number of Small Infrastructure, 214 total number of Medium Infrastructure, 92 Large Infrastructure
- 12 Small & Non-Infrastructure combined, 34 Medium & Non-Infrastructure combined, 7 Large & Non-Infrastructure combined
- \$2,226,078,000 total funds requested across all components
- \$237,566,000 total funds recommended for funding in Statewide competition, and \$43,756,000 total funds recommended for funding in Small Urban/Rural competition

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<sup>2</sup> Santa Barbara project U.S 101 State Street Undercrossing Active Transportation Improvements was recommended for \$1,539,000 from the small urban and rural component and \$3,217,000 from the statewide component.

## SUMMARY OF EVALUATION SURVEY RESPONSES

Four of the five communities that received technical assistance responded to a survey (Appendix I) that evaluated the performance of LGC, RTC, CalBike, and Cal Walks as technical assistance providers, how technical assistance has better prepared their community to independently and successfully apply to the ATP or other grant opportunities in future funding rounds, and their perception of the utility of specific technical assistance services.

Technical assistance recipients unanimously provided a positive assessment of the performance of LGC, RTC, CalBike, and Cal Walks as technical assistance providers. Technical assistance recipients also unanimously felt that the CCI ATP Pilot TA Program resulted in higher quality and thus more competitive applications and supported this type of assistance in the future. In particular, technical assistance recipients found the following services most useful:

- Refining scope of work
- Assistance with community engagement and support
- Project cost estimates
- Site visits
- Refining the way crash data is presented

## LESSONS LEARNED

### Technical Assistance Recipient Selection Process

During the selection process, it was evident that there is a great need to help communities complete and craft successful ATP proposals and that these needs are complex.

### Evaluation Process Timeline

One of the challenges during the CCI ATP Pilot TA Program was the mismatch between the project's timeline and that of the ATP Cycle 4. First, using both the survey as well as direct outreach to identified communities would help engage more communities and support inclusion of communities in need but with limited capacity to apply. Working with Metropolitan Planning Organizations (MPOs) and Regional Transportation Planning Agencies (RTPAs) to identify agencies that have struggled with statewide and regional competitions would help identify communities that qualify for the technical assistance offering using direct engagement and outreach. Secondly, the complex needs of applicant communities would have benefitted from a longer evaluation process that would enable Project Team

members to more deeply assess applicant communities' readiness and to provide them with in-depth guidance for next steps, regardless of whether they are selected for the CCI ATP Pilot TA Program. This longer evaluation process includes follow-up calls and in-person meetings over a longer period of time, once the survey and/or initial direct outreach is completed. Finally, the timing of the contract did not allow for extensive outreach in advance of the ATP Request for Proposals (RFP). In the future, having a contract in place six months before the ATP RFP is released will be key to informing the site selection, as well as meeting the needs of technical assistance recipients.

## **Information Gathering**

In addition to better aligning the contracting and ATP RFP timelines, gathering additional information during the site selection process is key to ensuring that technical assistance recipients are matched with the correct Project Team lead to ensure there are no missed opportunities to support local needs. The Project Team recommends the following additional information be gathered during site selection:

- Completed needs assessment questionnaire
- Demonstration of support from key leadership in technical assistance recipient agency
- Background on past, current, or planned public engagement
- Identification of Safe Routes to School focus, if applicable

One example of how the contracting and project timelines impact technical assistance is for Safe Routes to School (SRTS)-focused projects. Some of the technical assistance recipient sites were focused near a school site and considered including a SRTS component; however, due to the condensed timeline and when the Project Team began its technical assistance work, many school sites were closing for the summer break and not available to assist the Project Team in gathering data from school sites. Determining whether a project has a SRTS focus during the initial intake, as well as starting the process earlier, would help address this issue.

## **Technical Assistance Recipient Staff Support**

In some communities supported through the CCI ATP Pilot TA Program process, it became clear that planning, engineering and grant writing staff had limited support from leadership within their agency. This limited support often impacted key offerings of technical assistance from the Project Team, including:

- Input from other departments on the proposed application
- Prioritizing data collection

- Participation in educational and networking sessions

Gathering information on the roles and perceptions of key leadership within the agency during the site selection process would help inform the technical assistance offerings and ensure the agency staff's ability to participate more fully. This approach could also provide information on additional support, such as helping to align interests of leadership with staff proposals to help advance the needs of communities.

## **Public Engagement**

The Project Team also recommends gathering additional information on public engagement during the site selection process. The ATP applications have specific questions that require feedback from public engagement efforts, as well as documentation of community support for a proposed project. By soliciting information on past, current, and planned community engagement activities, the Project Team would be better equipped to assess the gaps in public support an applicant may face and to develop specific technical assistance activities to help cultivate public support. While this information would not exclude a site from consideration, it would help identify specific needs and potential support the Project Team could provide, if identified in the early stages of the project. In some instances, support with a public engagement workshop or connecting with local organizations to support public engagement could have been addressed had the Project Team known from the initial selection process the status and support needed for public engagement and participation.

## **Initial Community Needs Assessment**

The Project Team provided an Initial Community Needs Assessment questionnaire to technical assistance recipient sites to complete and submit to each lead technical assistance provider. Many technical assistance recipients did not complete the needs assessment, and some completed it after the site visit was conducted. This lack of background documentation and context created challenges for the Project Team to quickly tailor technical assistance offerings to recipient sites. The Project Team recommends that for future technical assistance programs, the needs assessment questionnaire (Appendix J) be completed at the site selection stage. If that is infeasible, the Project Team recommends the questionnaire be fully completed prior to the site visit to allow for discussion and questions to best inform not only the ATP application but also potential educational trainings and networking sessions. Having this information readily available can help technical assistance providers suggest trainings and identify local partners that can support the work.

The Needs Assessment should also gather information on points of contact from various departments within the technical assistance recipient agency. This information can help the technical assistance provider better engage individuals in trainings and networking sessions. In addition, this information

promotes inter-, and in some cases, intra-departmental collaboration, a hallmark of successful and complete ATP applications.

Lastly, having the buy-in and direct communication with key leadership within the technical assistance recipient agency is crucial to building relationships and educating key leaders on the importance of ATP proposals and funds. These key contacts in addition to a completed needs assessment can be key points of information that help craft and deliver successful technical assistance activities.

## **ATP Education and Project Development**

Over the course of this pilot program, the Project Team determined that an educational workshop was not a priority for some of our client communities given the short time frame for preparation of an ATP application. A few key determinants that would help inform and deliver these sessions in the future include: additional planning time; information on contacts from within the technical assistance recipient agency; completed needs assessment along with dialogue with staff; and flexibility in the delivery of this component of technical assistance.

### **Planning Time**

Particularly for networking sessions, time to plan a meaningful and impactful session is key. Oftentimes a networking session requires knowledge of local partners and their work, as well as information on gaps in data, knowledge, and community engagement efforts from the technical assistance recipient or other key local contacts. In addition to the time needed to inform key contacts and organizations, there is also a need to allow for planning the delivery of the trainings. The educational trainings and networking sessions require coordination with a variety of individuals and participants and finding a time that works for everyone's schedule can be challenging on a limited timeline.

### **Contact Information**

Not only is it necessary to build in sufficient time to plan a workshop, it is also important to build in time to reach out to contacts and engage groups and individuals before these workshops. While this has been covered in the Initial Needs Assessment, the need for additional contacts is key to ensuring that the educational component is delivered successfully. Including other points of contact from the technical assistance recipient agency or other local groups to help inform and participate in the sessions is key. Additionally, having other points of contact in the community is important given the staff turnover rate of some local agencies. This, in addition to support from key leadership, is key to the successful delivery of the educational sessions.



## **Dialogue with Staff**

Educational and networking sessions require ongoing discussions with staff. Having ongoing discussions and open dialogues with staff is key to informing the sessions that would best meet the needs of the group.

## **Flexible Education Sessions**

Another lesson learned during the CCI ATP Pilot TA Program is the need to be flexible to the format and needs of educational sessions. The Project Team found that in some instances, due to a lack of agency leadership buy-in and overall staff capacity, staff are directed to de-prioritize attending the educational session offerings. These sessions were the most difficult to schedule, often due to limited engagement or capacity on the part of agency staff. The Project Team recommends more flexibility in delivering and scheduling these educational sessions. In some instances, there could be other activities that best meet the needs of technical assistance recipients and meet them where they are. In other instances, the groups needed minimal support from the educational offerings and merely required application proposal support. Having flexibility in the type of technical assistance provided can help deliver more impactful and purposeful support to local groups and communities.

## **Technical Assistance Application Assistance**

In providing ATP application assistance, the Project Team noted a few similarities in challenges and lessons learned across project sites. These similarities included the incorporation of a site visit early in the process, setting realistic timelines with room for unanticipated delays, and seeking out engineering and other technical support.

## **Site Visits**

The site visit is a vital part of the assessment process and helps the Project Team better understand the target communities. This site visit can help the Project Team better understand the ATP proposal and elevate items that may go unseen by the local agency. The observational data gathered at the site visit can have a substantial impact on the application assistance. In addition, site visits can help build relationships with local groups and staff to secure participation and engagement in educational, networking, and training sessions. The Project Team noted that support from engineers and other technical staff is vital to the success of the grant and meeting the staff and engaging local assistance from Caltrans or other partners would be extremely beneficial in future cycles of technical assistance.

## **Proposal Timelines**

Another lesson learned by the Project Team was setting timelines in a way that allows for unanticipated delays. Oftentimes, the technical assistance recipient site was ambitious with their timeline, making it difficult for sites to maintain the established deadlines and timeline for review. Incorporating buffered timelines would best support the local community to ensure ability to make the most out of the technical assistance opportunity and get at least two rounds of feedback on applications.

## **Specialized Support**

In dialogue with local communities the Project Team found that some communities would have benefitted from specialized support such as those with expertise in engineering or planning. Having someone with expertise in these areas on the Project Team would help in future technical assistance offerings. While Caltrans can offer some support through their Local Assistance departments, they are often bogged down with many asks and responses are unreliable and impact the condensed timelines many local communities are working under.

## 4 Recommendations for Future ATP TA Program

### SUMMARY OF KEY RECOMMENDATIONS

Based on lessons learned from our experience with ATP Cycle 4 technical assistance, the Project Team has the following recommendations for future technical assistance in support of disadvantaged communities seeking ATP funding:

1. **Begin technical assistance earlier:** We recommend having the contract in place with technical experts well in advance, so they are ready to begin offering services 6-12 months prior to the release of the next ATP RFP. If the program seeks to help more communities develop projects and conduct robust community engagement, technical assistance may need to start even earlier.
2. **Build in a flexible scope:** Recognizing that the needs of various communities will be different, we recommend structuring the work program so that the technical assistance provider(s) have a variety of tools and services that can be employed and tailored to each community, rather than requiring that the exact same services (e.g., an education workshop and a networking session) be delivered in each location. This should include funding that can be used to engage budgeting, engineering or other specialized expertise, as needed.
3. **Expand community selection and needs assessment tasks:** While this project could accommodate only five communities for full technical assistance services, the Project Team did provide some guidance and support for non-selected communities. Additionally, the needs assessment process was a more complex task than anticipated, and we recommend providing additional budget to adequately evaluate and target the most impactful technical assistance.
4. **Refine how technical assistance is delivered:** In future technical assistance delivery, we would recommend soliciting support from key leadership and multiple departments within the client community; a bigger focus on public engagement; and helping the community prioritize data.

In addition to these recommendations, staff from Caltrans and SGC requested our advice on the issues listed below.

## EXPANDING THE PROGRAM

### Increasing the Number of Communities Served

The current contract was scoped to provide technical assistance to three to five communities. The Project Team ultimately assisted five communities and had to turn away a number of applicants. Based on the high demand and need across the state, and the somewhat lower marginal cost of adding additional communities, the Project Team recommends expansion of the program to serve more communities. The size of the team of technical assistance providers can be adjusted to provide services for 10, 15 or 20 communities. The overall budget would need to be increased to serve the additional communities.

### Changes to Scope

The range of tasks included in the current scope was appropriate to meet the needs of the communities applying to ATP, but we recommend a much longer timeline in which to provide technical assistance and engage with communities. This could be accomplished by expanding the Needs Assessment task so the Project Team can provide guidance on project development earlier in the process, and give advice on other funding sources, in addition to ATP. This would require that the technical assistance provider(s) be able to start providing technical assistance in odd years prior to ATP call for projects. Additionally, as mentioned earlier, we recommend more flexibility within the tasks, so they can be better tailored to individual community needs.

The Project Team did provide some technical assistance on non-infrastructure (NI) programs. For instance, in the case of Willits, the Project Team suggested that the City add an NI component to their project and coordinate with the school district on scoping and delivering that task. Willits ultimately took the advice of the Project Team and included an NI component in their proposal. All of the organizations in the Project Team have expertise on NI projects. Moving forward, it might be helpful to require some NI expertise as part of the Project Team. It is also advisable to ensure that the technical assistance provider(s) coordinates with CDPH staff and the ATRC to avoid duplication of effort. This can be easily done by conferring with ATRC staff during the client selection process to ensure they are not also intending to provide technical assistance to the same locations (or if they are, we can be sure it's complementary and not duplicative). Our understanding is that CDPH staff at the ATRC are more focused on providing technical assistance for safe routes to school and non-infrastructure project types, and so the CCI ATP Pilot TA Program Project Team may be able to stretch its resources further by referring some communities to ATRC for particular expertise, and providing technical assistance to places that aren't receiving ATRC assistance.

## **SPECIALIZED TECHNICAL EXPERTISE**

### **Budgeting and Engineering**

The inclusion of budgeting and engineering expertise in the scope turned out to be very valuable, as two of the five ATP clients we worked with needed more detailed technical assistance on project feasibility and cost estimating than the Project Team was able to provide. In the case of Thermal and Oasis (Riverside County), the plan on which the proposal was based had not been completed, and the County staff were not available to help. Consequently, LGC engaged engineering staff from Fehr & Peers to evaluate the feasibility of some segments of the trail and develop cost estimates. In the case of the City of Richmond's project, Fehr & Peers staff helped prepare more detailed designs, cost estimates, and drawings.

### **Additional Expertise (mapping, etc.)**

At least one of the technical assistance recipients requested that the Project Team produce a project map for submission with their ATP application. This required some mapping and graphic design expertise. Given that excellent maps clearly showing the project and its connectivity to local destinations are very important for a compelling application, the Project Team recommends that the technical assistance consulting team have mapping expertise that they are able to provide to clients.

## **OTHER CONSIDERATIONS**

### **Working with Tribal Communities**

We recommend conducting targeted outreach specifically to tribal communities to encourage them to apply for technical assistance and to get assistance from ATRC to develop projects and apply for ATP funding. This may require calling tribal contacts and not solely relying on email or web-based outreach. With respect to developing projects and applications, some of our team members have experience working with tribal communities and have found that it is most effective to partner with organizations or individuals who are connected to the tribes and have their trust. We recommend providing funding in the budget to engage someone who could fulfill that role. Moreover, in our experiences working with tribal communities, a greater degree of assistance is needed due to extremely limited tribal agency staff capacity. This may translate to more grant writing, community engagement, and engineering services and activities than other sites may require.



## **Project Readiness**

The nature of the technical assistance for projects that are ready to apply to ATP is different than for projects that require more development and community engagement. For application-ready projects, the task of assisting with application preparation is fairly straightforward. More effort, and a longer timeline, is required to work with communities to conduct meaningful community engagement to identify and develop a project that reflects community needs.

It may be advisable to configure technical assistance to address both types of projects, so that technical assistance is available to assist with project development and community engagement in the odd years (when there is no ATP call for projects) in preparation for application to ATP in the even years. This approach would be especially helpful for extremely low-resourced communities, which may include some of the tribal communities. This approach would also permit the consulting team to assist these communities over a longer period of time and be more familiar with the project, which would be beneficial to assisting with ATP application preparation. If technical assistance focuses only on assistance to application-ready projects, the requests for that assistance all comes in at the same time, in the two months between RFP release and due date. This presents a capacity issue for technical assistance providers.

## **Coordination with other CCI Programs**

Technical assistance could be even more impactful if the technical assistance provider(s) were able to provide technical assistance to other CCI programs relating to bicycle and pedestrian planning and infrastructure, such as the Affordable Housing and Sustainable Communities Program (AHSC), and the Urban Greening Program. The technical assistance provider(s) could advise communities on matching their projects with the best funding sources and help strengthen partnerships and expertise across programs. Additionally, if there are bicycle or pedestrian components of AHSC or Urban Greening proposals that are not funded in those programs, they might be adapted for an ATP proposal (or vice versa).

## 5 Closing Summary

The CCI ATP Pilot TA Program was designed to build capacity and improve outcomes for disadvantaged communities applying to ATP, and it succeeded in achieving this goal. This is clear from the evaluation surveys completed by our technical assistance recipients, and in the results so far in funding decisions, with three of five projects funded, and a fourth highly likely to be funded in the MPO share. These results were achieved despite a compressed time frame to assess community needs and deliver the technical assistance.

The recommendations from the Project Team have the potential to broaden and strengthen the impact of the technical assistance program, by expanding to more communities, and providing a more flexible tool box from which draw in tailoring assistance to specific community needs. There is also great potential in coordinating technical assistance among multiple state funding programs, so that applicants can be steered to the best opportunities where their projects are most competitive, or to have a second chance at funding, if their initial application in one program is not successful.

One of the most important lessons learned for our Project Team is that there is growing interest and demand for safer and more convenient bicycling and walking opportunities all across California, paired with tremendous need for technical assistance among disadvantaged communities, which struggle with staff capacity to meet local needs. Applying to the ATP remains a significant undertaking, which makes the CCI ATP Pilot TA Program an essential part of the strategy to making the ATP as successful and accessible as possible.

# Appendix A Administration

## INTRODUCTION

This Appendix provides an overview and assessment of administrative procedures throughout the grant term.

## PROJECT ADMINISTRATION

### Contract set-up

The California State Transportation Agency (CalSTA) is the lead contracting agency. CalSTA contracted with the Local Government Commission through a California Multiple Award Schedules (CMAS) purchase order (PO) for the CCI ATP Pilot TA Program. The CMAS PO generally worked well, but the amendment process presented some challenges to shift hours between staff and tasks.

### Invoicing & Reporting

Invoicing and reporting has been relatively simple, with the exception of the amendment process as described above. However, there were delays with payment, which presented some challenges for our smaller nonprofits. Emily Abrahams (Caltrans), Monica Palmeira (formerly SGC), and Ena Lupine (SGC) have been involved in team meetings and the review process for the Final Report. LGC sent a package of deliverables in August 2018 for tasks 1-5 to Emily, Monica, and other members of the CalSTA and SGC teams, which were accepted thereafter.

### Other Administrative Issues

No other notable administrative issues have occurred, with the exception of some contracting and payment issues as described above.

## COMMUNICATION AND COLLABORATION

### **Communication and Collaboration with Caltrans and Strategic Growth Council**

LGC, RTC, CalBike, and Cal Walks held monthly conference calls, with more frequent calls and email communications as needed, with Emily Abrahams, Caltrans Division of Local Assistance with ATRC, and Monica Palmeira, Community Assistance Program Manager with the Strategic Growth Council (SGC). Monica Palmeira attended some of the CCI ATP Pilot TA Program events and activities. The Project Team, Emily Abrahams, and Monica Palmeira coordinated to leverage outreach and engagement efforts with SGC and the ATRC.

## Appendix B

# Free Technical Assistance Application



## Introduction to the Survey/Application

The Strategic Growth Council (SGC) and the California Department of Transportation (Caltrans) are pleased to announce the launch of the California Climate Investments (CCI) Active Transportation Program (ATP) Pilot Technical Assistance (TA) (Pilot CCI ATP TA) Program for Cycle 4.

The Pilot CCI ATP TA Program provides no-cost direct application assistance to support agencies with projects serving underserved and/or low-income communities that have had limited success in receiving funding for active transportation projects. The Pilot CCI ATP TA Program will offer in-depth technical assistance to 3-5 communities. Specifically, the activities of the Pilot CCI ATP TA Program will assist successful applicants to:

- Identifying relevant community needs and assessing how ATP can provide direct, meaningful benefits to address those needs.
- Training selected communities in active transportation principles and concepts, including how infrastructure and non-infrastructure projects are developed and funded.
- Building local partnerships that can help build a comprehensive, community-driven ATP Project.  
Developing an ATP Project scope and other components.  
Identifying other funding resources (particularly from other CCI programs) or opportunities to integrate multiple projects.

This survey will serve as an application that SGC and Caltrans Staff will use to determine TA need for Cycle 4 of the ATP, as well as other CCI programs that fund active transportation components. The survey assesses:

- Project Readiness
- TA Needs
- Geographic Diversity/Location
- Other TA or consultant services leveraged in addition to the Pilot CCI ATP TA Program
- Applicant capacity, such as staff availability
- Whether the project is located in and serves disadvantaged and/or low-income communities that fulfill AB 1550 requirements. Projects located in census tracts scoring in the top 25% of CalEnviroScreen 3.0 and AB 1550 legislation defining low-income communities will be prioritized.

If you are interested in receiving TA for a potential active transportation proposal, please complete this survey by **Friday, April 6**.

Applicants that are selected to receive TA will be notified in early April 2018. For questions, please contact Cayla McDonell at the Local Government Commission (LGC) at [cmcdonell@lgc.org](mailto:cmcdonell@lgc.org) or (916) 448-1198 x324.

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**Survey/Application Questions (3 pages) are included on the following pages**

## Survey/Application Page 1 of 3:

1. Basic contact information
2. Basic project information, including;
  - Potential ATP Project Name
  - ATP Lead Applicant
  - Co-Applicants
  - Project Location
3. Is your project located in one of the following designated disadvantaged or low-income communities? (Select all that apply) To determine if your project is located in an eligible area, see page 9 and 10 of the *Draft ATP guidelines*, [here](#).
  - My project is located within a top 25% CalEnviroScreen 3.0 Disadvantaged Community (this also meets requirements of AB 1550, found [here](#))
  - My project is located within a census tract that has a median household income that is less than 80% of the statewide median based on the most current Census Tract level data from the 2012-2016 American Community Survey (this also meets requirements of AB 1550, found [here](#))
  - My project is located within a census tract where at least 75% of the public school students in the project area are eligible to receive free and reduced meals under the National School Lunch Program
  - My project is located in a regional definition of disadvantaged communities adopted in a regular cycle of a Regional Transportation Plan (RTP)
  - My project is located within Federally Recognized Tribal Lands
  - My project is not located within a defined disadvantaged or low-income community.
  - My project is not located within any of the above defined areas, but is considered a disadvantaged or a low-income community in the following way (open response)
4. Provide a brief summary (250 words or less) of your ATP project
5. ATP Application History
  - Do you intend to submit an application for this ATP Cycle 4? (Type yes, no, or uncertain)
  - Has your agency/organization submitted an ATP application in past cycle(s)? (Type yes, no, or uncertain. If yes, how many times?)
  - Has your agency/organization submitted an ATP application in past cycle(s) that included the project being proposed for this current Cycle 4? (Type yes, no, or uncertain. If yes, how many times?)
  - Has your agency/organization ever been awarded an ATP grant? (Type yes, no, or uncertain. If yes, how many times?)
6. Please briefly describe any ATP or similar grant funding your agency/organization has received, including when that funding was awarded (open response)

## Survey/Application Page 2 of 3:

1. Which of the following best describes the proposed ATP project?
  - Infrastructure project
  - Non-infrastructure project
  - Infrastructure and non-infrastructure combination project
  - Plan
  
2. What active transportation sub-type best describes the proposed ATP project (select all that apply):
  - Pedestrian
  - Bicycle
  - Safe Routes to School
  - Trail (Multi-use and recreational trails)
  
3. Please indicate which of the TA services listed below your project requires. Select as many as you feel you would utilize if available to you:
  - Project Scope Development: Identifying and incorporating project components to create the overall ATP project.
  - Partnership Development: Outreach and coordination with local municipal agencies, transit providers, community organizations and residents, and other local partners.
  - Narrative Response Review: Review and refine draft narratives, provide feedback and direction on how to build a compelling story for the project.
  - Assembling Required Attachments: Sourcing, tracking, and compiling necessary documentation for the application.
  - Budgets & Finance: Review budget information as part of the application.
  - Please add any additional detail or desired services not identified above: (open response)

### Survey/Application Page 3 of 3:

1. Are you receiving any other form of technical assistance (including free, subsidized, or a fee-for-service provider)? If Yes, please briefly describe the services being provided. (open response)
2. Do you have the resources to procure assistance from a subsidized or a private fee-for-service TA provider? (yes, no, unsure)
3. In part, TA services are intended to augment and support existing staff capacity. Please estimate the number of staff and the total amount of staff hours available to prepare an ATP application.
  - a. Number of Available Staff: (open response)
  - b. Total Available Staff Hours: (open response)
4. Are there other California Climate Investments (CCI) programs of interest to your local jurisdiction, or other environmental justice efforts in your community that you are looking to expand with funding? Visit [this link](#) to learn more about other CCI programs. (open response)

**END OF SURVEY**

## Appendix C

# City of Willits Work Plan Memo



## **Memorandum – WORK PLAN**

June 15, 2018

To: Dusty Duley, Jim Robbins, City of Willits

From: Laura Cohen, Rails-to-Trails Conservancy

Copy: Paul Zykofsky, Cayla McDonell, Local Government Commission

Re: Active Transportation Program Technical Assistance

The Rails-to-Trails Conservancy (RTC) and Local Government Commission (LGC) are pleased to offer technical assistance to the City of Willits to support the development of an application to the Active Transportation Program (ATP). The technical assistance is provided through a pilot program of the Strategic Growth Council and Caltrans to assist disadvantaged communities in accessing funds from the ATP. RTC has been assigned to assist the City of Willits.

An overview of services, roles and responsibilities is described below:

### **Task 1. Site Visit & Needs Assessment**

RTC and LGC will conduct a site visit to the City of Willits to meet with staff and tour the project area. Prior to the visit, the City will be responsible for providing a map of the proposed project along with other relevant information. City staff will be responsible for organizing a 2.5 – 3-hour site visit. This will allow for a full discussion of the community's project idea (1 hour) with key staff and other stakeholders, a robust site visit to examine on-the-ground conditions (30 min to 1 hour), and preliminary planning for the workshop and networking sessions (1 hour) discussed below. Based on that discussion, the work plan that follows will be finalized and agreed to by both parties.

### **Task 2. Networking Session**

RTC will coordinate with City staff to plan, publicize and conduct a networking session in the City of Willits to bring together local government staff with local stakeholders and representatives from community-based organizations to provide an update on the Willits ATP project, facilitate a discussion of opportunities and constraints, and continue to build community support for active transportation improvements in the City.

City staff and RTC will work together to develop the agenda, and RTC will be responsible for preparing and delivering a presentation about rails-with-trails projects and share case studies of

successful projects, as well as providing background on the ATP. This will be followed by Q&A and open discussion.

The City of Willits will be responsible for providing a space for the Networking Session that can comfortably accommodate discussions; inviting local staff, community stakeholders, and representatives from community-based organizations and providing refreshments.

### **Task 3. Assistance with ATP Application**

Based on the discussions before, during and after the Site Visit, the two parties will agree on a process and timeline to enable RTC and LGC to provide technical assistance on. Assistance will include:

1. Developing a reasonable scope for the project that meets grant criteria, and advising on inclusion of non-infrastructure
2. Developing a plan to assemble the necessary data for the application, such as bicyclist and pedestrian counts
3. Developing, disseminating and summarizing a community survey and a publicity flyer (in both English and Spanish) to document community needs, public support and concerns re the project.
4. Articulating project need and documenting robust community outreach and engagement
5. Connecting with public health and public safety agencies to gather health and safety data, as needed
6. Reviewing cost estimates for project budget
7. Assembling a good map of the project
8. Input and review of narrative sections of the proposal
9. Other (to be determined based on discussions between the two parties)

RTC and LGC will provide the City with the assistance requested no later than July 25, 2018. Where appropriate, RTC will provide assistance in the form of a written memorandum or report.

### **Task 4. Training Session**

City staff will consider how and when a training session might be most useful to the City, and will advise RTC at a later date, after the ATP application is submitted.

##

## Appendix D

# City of Colton Work Plan Memo

Memorandum to **City of Colton** Staff:

Date: May 14, 2018

To: Jessica Sutorus, Victor Ortiz; City of Colton

From: Linda Khamoushian, Dave Snyder; California Bicycle Coalition

Copy: Paul Zykofsky, Cayla McDonell; Local Government Commission

Re: Active Transportation Program Technical Assistance 2018

The **California Bicycle Coalition** is pleased to offer technical assistance to the **City of Colton** to support the development of an application to the Active Transportation Program (ATP). The technical assistance is provided through a pilot program of the Strategic Growth Council and Caltrans to assist disadvantaged communities in accessing funds from the ATP. The **California Bicycle Coalition** has been assigned to assist the **City of Colton**.

An overview of services, roles and responsibilities is described below:

### **Task 1. Planning and Coordination**

The **California Bicycle Coalition** will conduct a site visit to the **City of Colton** to meet with staff and tour the project area. Prior to the visit, the **City of Colton** will be responsible for providing a map of the proposed project along with other relevant information. **City of Colton** staff will be responsible for organizing a 2.5 – 3-hour site visit. This will allow for a full discussion of the community's project idea (1 hour) with key staff and other stakeholders, a robust site visit to examine on the ground conditions (30 min to 1 hour), and preliminary planning for the workshop and networking sessions (1 hour) below. Based on that discussion, the work plan that follows will be finalized and agreed to by both parties.

### **Task 2. ATP Training**

The **California Bicycle Coalition** will conduct an initial 3- to 4-hour training on active transportation to help build local capacity. The topics covered in the training will be determined during or after the site visit and might include the following:

- Working Within Your Policy and Planning Context
- Leveraging Data to Understand Active Transportation Needs
- Tools and Strategies for Predicting and Documenting Walking and Bicycling Rates
- Innovative Project Design and Prioritization
- Effective Community Engagement
- Effective Non-Infrastructure Programs and Plans

- Overview of the ATP and Key Changes to Guidelines in Cycle 4
- Overview of Application Types in Cycle 4
- Lessons Learned from Previous Cycles and Tips for a Successful Application

The **California Bicycle Coalition** will be responsible for preparing and delivering presentations on the topics agreed upon, preparing the agenda for the training, and facilitating discussions and responding to questions/comments. The **California Bicycle Coalition** will provide the **City of Colton** staff with a draft agenda for the Training for review by the **City of Colton** 10 days prior to the meeting.

The **City of Colton** will be responsible for providing a space for the training that can comfortably accommodate presentations and discussions in a classroom or round-table format, inviting local staff and community stakeholders, providing refreshments (if needed), etc. The **City of Colton** will be responsible for providing a digital projector or video monitor to be used for the presentations. The **City of Colton** will provide feedback on the agenda at least 5 days before the Training.

### **Task 3. Networking Session**

The **California Bicycle Coalition** will facilitate a networking session in the **City of Colton** to bring together local government officials with local stakeholders and representatives from community-based organizations to build new relationships and brainstorm the scope of potential active transportation projects. Ideally, the Networking Session will be held the same day, or the day before or after, the ATP Training.

The **California Bicycle Coalition** will be responsible for helping to identify local stakeholders and community-based organizations that should be invited to the Session and with facilitating discussions during the Session. The **California Bicycle Coalition** will prepare an agenda for the Session for review by the **City of Colton** prior to the meeting.

The **City of Colton** will be responsible for providing a space for the Networking Session that can comfortably accommodate discussions; inviting local staff, community stakeholders, and representatives from community-based organizations and providing refreshments (if needed). The **City of Colton** will provide feedback on the agenda for the Session before the Training.

### **Task 4. Assistance with ATP Application**

Based on the discussions before, during and after the Site Visit, the two parties will agree on the 2 to 3 areas or topics that the **California Bicycle Coalition** will provide technical assistance on. Assistance might include:

1. Developing a reasonable scope for the project that meets grant criteria
2. Developing a plan to assemble the necessary data for the application, such as bicyclist and pedestrian counts



3. Articulating project need and documenting robust community outreach and engagement
4. Connecting with public health and public safety agencies to gather health and safety data
5. Assembling cost estimates needed to prepare a project budget
6. Input and review of narrative sections of the proposal
7. Estimating greenhouse gas reductions that might result from the completed project
8. Other (to be determined based on discussions between the two parties)

Once the topic areas have been agreed to, the **California Bicycle Coalition** will provide the **City of Colton** with the assistance requested **no later than July 13, 2018**. Where appropriate, the **California Bicycle Coalition** will provide assistance in the form of a written memorandum or report.

## Appendix E

# San Joaquin County Work Plan Memo

## **Work Plan for ATP Technical Assistance**

Memorandum to San Joaquin County Staff:

To: Jeffrey Levers

From: California Walks

Copy: Paul Zykofsky, Cayla McDonell, Local Government Commission

Re: Active Transportation Program Technical Assistance

The California Walks is pleased to offer technical assistance to the County of San Joaquin to support the development of an application to the Active Transportation Program (ATP). The technical assistance is provided through a pilot program of the Strategic Growth Council and Caltrans to assist disadvantaged communities in accessing funds from the ATP. California Walks has been assigned to assist the County of San Joaquin.

An overview of services, roles and responsibilities is described below:

### **Task 1. Planning and Coordination**

California Walks conducted a site visit and planning meeting to the County of San Joaquin on May 21, 2018, 1 PM to 4 PM, to meet with staff and tour the project area. Based on the discussion during the site visit, the work plan that follows will be finalized and agreed to by both parties.

California Walks and the County of San Joaquin have agreed to a check-in call/meeting every other week through July to ensure application preparation is on track. Beginning in July, these calls/meetings shall shift to a weekly format.

### **Task 2. ATP Training**

California Walks will conduct an initial 3- to 4-hour training on active transportation to help build local capacity. The County of San Joaquin has requested review of 1-2 unsuccessful Measure K applications to inform the training topics that would most strengthen these applications. The topics covered in the training will be determined during or after the site visit and might include the following:

- Working Within Your Policy and Planning Context
- Leveraging Data to Understand Active Transportation Needs
- Overview of the ATP and Key Changes to Guidelines in Cycle 4
- Overview of Application Types in Cycle 4
- Lessons Learned from Previous Cycles and Tips for a Successful Application

California Walks will be responsible for preparing and delivering presentations on the topics agreed upon, preparing the agenda for the training, and facilitating discussions and responding to questions/comments. California Walks will provide County of San Joaquin staff with a draft agenda for the Training for review by the County of San Joaquin 10 days prior to the meeting.

The County of San Joaquin will be responsible for providing a space for the training that can comfortably accommodate presentations and discussions in a classroom or round-table format, inviting local staff and community stakeholders, providing refreshments (if needed), etc. The County of San Joaquin will be responsible for providing a digital projector or video monitor to be used for the presentations. The County of San Joaquin will provide feedback on the agenda at least 5 days before the Training.

### **Task 3. Networking Session**

California Walks will facilitate a networking session in the County of San Joaquin to bring together local government officials with local stakeholders and representatives from community-based organizations to build new relationships and brainstorm the scope of potential active transportation projects. Ideally, the Networking Session will be held the same day, or the day before or after, the ATP Training.

California Walks will be responsible for helping to identify local stakeholders and community-based organizations that should be invited to the Session and with facilitating discussions during the Session. California Walks will prepare an agenda for the Session for review by the County of San Joaquin prior to the meeting.

The County of San Joaquin will be responsible for providing a space for the Networking Session that can comfortably accommodate discussions; inviting local staff, community stakeholders, and representatives from community-based organizations and providing refreshments (if needed). The County of San Joaquin will provide feedback on the agenda for the Session before the Training.

### **Task 4. Assistance with ATP Application**

Based on the discussions before, during and after the Site Visit, the two parties have agreed upon the following 3 areas or topics that California Walks will provide technical assistance on:

1. Developing a reasonable scope for the project that meets grant criteria
  - San Joaquin County will be responsible for providing the TA provider with the following:
    - draft scope,
    - information on the plan or planning process through which this project was identified and prioritized
    - information on safety challenges for pedestrians and/or bicyclists near project location
    - information on community engagement

- other criteria San Joaquin County used to develop a draft scope for the project
- 2. Articulating project need and documenting robust community outreach and engagement
  - San Joaquin County will be responsible for providing the TA provider with the following:
    - information on any planning processes that have taken place in the last 4-5 years that involved community residents in identifying challenges and solutions to walking and bicycling
- 3. Input and review of narrative sections of the proposal
  - San Joaquin County will be responsible for providing the TA provider with the following:
    - draft of the narrative proposal by July 10, 2018 with feedback due back to San Joaquin County by July 16, 2018
    - second draft of the narrative will be submitted by July 23, 2018, with feedback from TA provider due by July 26, 2018

California Walks will provide the County of San Joaquin with the assistance requested no later than July 31, 2018. Where appropriate, California Walks will provide assistance in the form of a written memorandum or report.

## Appendix F

# Thermal/Oasis Work Plan Memo



# Memorandum

June 8, 2018

**To:** Lauren Elachi, Paola Mendez  
Kounkuey Design Initiative

**From:** Paul Zykofsky  
Local Government Commission

**Copy:** Cayla McDonell, LGC  
Miguel Nuñez, Fehr & Peers

**Re:** Work Plan Memorandum for Active Transportation Program Technical Assistance

The Local Government Commission (LGC) is pleased to offer technical assistance to Kounkuey Design Initiative (KDI) to support the development of an application to the Active Transportation Program (ATP) for the unincorporated communities of Thermal and Oasis in Riverside County, CA. The technical assistance is provided through a pilot program of the Strategic Growth Council and Caltrans to assist disadvantaged communities in accessing funds from the ATP. LGC has been assigned to assist KDI.

An overview of services, roles and responsibilities is described below:

## **Task 1. Planning and Coordination**

The Local Government Commission will conduct a conference call to coordinate with KDI on how best to assist them in preparing an ATP proposal for the unincorporated Riverside County communities of Thermal and Oasis. LGC will also contact Riverside County staff to make sure that this assistance is consistent with their goals. During these calls, LGC will discuss how best to assist the County and KDI through a workshop and networking session. Based on that discussion, the work plan that follows will be finalized and agreed to by both parties.

## **Task 2. ATP Training**



LGC will conduct an initial 2- to 4-hour training on active transportation to help build local capacity. The topics covered in the training will be determined during or after the initial conference call and might include the following:

- Working Within Your Policy and Planning Context
- Leveraging Data to Understand Active Transportation Needs
- Tools and Strategies for Predicting and Documenting Walking and Bicycling Rates
- Innovative Project Design and Prioritization
- Effective Community Engagement
- Effective Non-Infrastructure Programs and Plans
- Overview of the ATP and Key Changes to Guidelines in Cycle 4
- Overview of Application Types in Cycle 4
- Lessons Learned from Previous Cycles and Tips for a Successful Application

LGC will be responsible for preparing and delivering presentations on the topics agreed upon, preparing the agenda for the training, and facilitating discussions and responding to questions/comments. LGC will provide KDI and Riverside County staff with a draft agenda for the Training for review at least six days prior to the meeting.

KDI and/or Riverside County will be responsible for providing a space for the training that can comfortably accommodate presentations and discussions in a classroom or round-table format, inviting local staff and community stakeholders, providing refreshments (if needed), etc. KDI or the County will be responsible for providing a digital projector or video monitor to be used for the presentations. KDI and/or Riverside County will provide feedback on the agenda at least three days before the Training.

### **Task 3. Assistance with ATP Application**

Based on the conference call discussion, the two parties will agree on the 2 to 3 areas or topics that LGC will provide technical assistance on. LGC will also contract with transportation planning firm Fehr & Peers to provide assistance with:

1. Developing a reasonable scope for the project that meets grant criteria

KDI will be responsible for providing LGC and Fehr & Peers with the following:

- draft scope,
- information on the plan or planning process through which this project was identified and prioritized
- information on safety challenges for pedestrians and/or bicyclists near project location
- other criteria KDI used to develop a draft scope for the project

2. Developing a plan to assemble the necessary data for the application, such as bicyclist and pedestrian counts, project feasibility

KDI will be responsible for providing LGC and Fehr & Peers with the following:

- locations in the community that will be most impacted by the project including pedestrian/bicycling trip generators (e.g., schools, senior centers, retail centers, parks, etc.)
- information on safety challenges for pedestrians and/or bicyclists near project location

### 3. Assembling cost estimates needed to prepare a project budget

KDI will be responsible for providing Fehr & Peers with the following:

- information on construction costs for any recent projects in the County that included installation of pedestrian or bicycle infrastructure
- extents of the project in linear feet
- information on whether right-of-way acquisition will be required
- information on the features to be included in the project (e.g., sidewalks, gutters, storm sewer inlets, bicycle lanes, buffered bicycle lanes, separated bicycle lanes, etc.)

Once the topic areas have been agreed to, LGC and Fehr & Peers will provide KDI with the assistance requested by no later than July 13, 2018. Where appropriate, LGC will provide assistance in the form of a written memorandum or report.

## Appendix G

# City of Richmond Work Plan Memo

## **Work Plan for ATP TA**

### **Memorandum**

Date: June 11, 2018

To: Lina Velasco, Senior Planner, City of Richmond

From: Josh Meyer, Program Director, Local Government Commission

Copy: Paul Zykofsky, Cayla McDonell, Local Government Commission

Re: Active Transportation Program Technical Assistance

The Local Government Commission (LGC) is pleased to offer technical assistance to the City of Richmond to support the development of an application to the Active Transportation Program (ATP). The assistance is provided through a pilot program of the Strategic Growth Council and Caltrans to help disadvantaged communities develop proposals and access ATP funding.

The focus of the technical assistance will be on pedestrian and bicycle improvements to Harbour Way, which has the potential to serve as a major active transportation corridor and connector between the new Richmond Ferry Terminal, historic waterfront and park, and Bay Trail to the south, and Downtown Richmond and multimodal BART station to the north.

The scope of the technical assistance and respective roles are described below.

#### **Task 1. Consultation, Planning and Coordination**

LGC will conduct a site visit to meet with staff, tour the project area and develop a work plan for the technical assistance.

#### **Task 2. ATP Capacity Building and Networking**

If desired, LGC will be available to conduct a training on active transportation to help build local capacity. The topics covered in the training will be determined during or after the site visit and might include the following:

- Working Within Your Policy and Planning Context
- Leveraging Data to Understand Active Transportation Needs
- Tools and Strategies for Predicting and Documenting Walking and Bicycling Rates
- Innovative Project Design and Prioritization
- Effective Community Engagement
- Effective Non-Infrastructure Programs and Plans
- Overview of the ATP and Key Changes to Guidelines in Cycle 4
- Overview of Application Types in Cycle 4

- Lessons Learned from Previous Cycles and Tips for a Successful Application

LGC will develop the agenda in coordination with the City, provide the presentations and facilitate the training. The City will provide a space for the training that can comfortably accommodate presentations and discussions, invite the attendees, and provide refreshments (if needed).

In addition, if desired, LGC can facilitate a networking session to bring together staff, with local stakeholders and representatives from community-based organizations to build relationships and brainstorm potential active transportation programs and projects. Ideally, the session will be held in conjunction with the ATP training. The City will provide a space for the networking session that can comfortably accommodate discussions, invite local staff and community stakeholders to attend, and provide refreshments (if needed).

### Task 3. Assistance with ATP Application

Based on the discussions before, during and after the site visit, the two parties will agree on a work plan and schedule for application development and review. Assistance could include:

1. Project scoping, description and graphics in terms of location, extents, types of improvements, designs, and non-infrastructure program elements.
2. Identifying the availability and quality of data necessary for the application – such as safety data, bicyclist and pedestrian counts – and strategies to address critical gaps.
3. Articulating project need and documenting robust community outreach and engagement.
4. Input and review of narrative sections of the proposal.
5. Other (to be determined based on discussions between the two parties).

Below is a checklist to assess readiness and identify the most important areas of need for application development and technical support.

Component	Status	Lead	Due Date
Master Agreement	Need to confirm the City has an MA	City	June 15
Traffic:			
- Ped and bike counts	Determine if counts are needed and if so schedule	City	June 15
- Vehicle traffic volume	Assess existing data and determine if counts are needed	City	June 15
- Crash and safety data	Assess available data, use TIMs site to prepare summary and heat map: <a href="https://tims.berkeley.edu/help/ATP_Colsn_Map_Viewer.php">https://tims.berkeley.edu/help/ATP_Colsn_Map_Viewer.php</a>	City	June 22
Plan:			
- Location Map	Fehr and Peers or City with to prepare and share for review	TBD	June 22
- Drawings: Existing/Proposed	In progress	Fehr and Peers	June 22
- Drawings: Cross sections	Use from previous plans, or update in StreetMix	TBD	June 22
- Photos	LGC to photos during June 7 site visit	LGC	June 15

Component	Status	Lead	Due Date
<b>Site control:</b>			
ROW impacts and support/neutrality letter(s)	Determine if letter of support or neutrality is needed for railroad right of way at Wright Avenue	City	June 22
<b>Demographics:</b>			
- Census HMI, CES score, FRMP, other)	Decide method for determining DAC status (CalEnviro screen appears to qualify)	City/LGC	June 15
- Health data	Review/compile available data for application narrative	City/LGC	June 29
<b>Cost Estimate:</b>			
- Total project cost: ATP+other sources	City to estimate using YBR and Rumrill engineering and construction costs with NCE support	City	TBD
- Engineers checklist	City to estimate using YBR and Rumrill engineering and construction costs with NCE support	City	TBD
- Engineers cost estimate	City to estimate using YBR and Rumrill engineering and construction costs with NCE support	City	TBD
<b>Public Participation</b>			
- Previous, current, future	City and LGC to identify and summarize previous (last 5 years), current and future planning efforts with public involvement	City/LGC	June 30
- Letters of support (max 10)	Identify and collect letters of support	City	June 15 – July 20
<b>Narrative</b>			
- Draft	Not started	City to draft	June 29
- Review	LGC to review and provide comments/edits	LGC	July 6
- Final	City to finalize	City	July 13

## Appendix H

# Sample Letters of Support



## Sample Letters of Support for Caltrans ATP grant

From the instructions:

ATTACHMENT I: LETTERS OF SUPPORT

ONLY LETTERS OF SUPPORT ATTACHED TO THE APPLICATION WILL BE CONSIDERED.

Letters of support must not be mailed directly to Caltrans or the CTC. Maximum to 10 Letters of Support.

All projects are encouraged to provide letters of support.

From Application Form:

Letters of Support (10 maximum) Attachment I

(Required or recommended for all projects as designated in the instructions) (All letters must be scanned into one document.)

### Sample letter from a School District

LETTERHEAD

Date:

Address to Applicant

\_\_\_[name]\_\_\_\_\_

Title (City Manager/CAO/Department Director)

Address

Dear \_\_\_\_\_:

We enthusiastically support the City/County of \_\_\_\_\_ grant proposal to Caltrans for an Active Transportation Program Grant to build/implement \_\_\_\_\_.

The \_\_\_\_\_ School District is a strong proponent of developing infrastructure that creates safer conditions for children to safely travel to and from school. We actively advocate for and promote community design that provides opportunities not only for children and families to be physically active in a safe environment, but also creates vibrant places where everyone wants to live, work and play. The City/County of \_\_\_\_\_ lack of sidewalks, crosswalks and bicycle lanes make it perfect candidate for a \_\_\_\_\_ grant.

As you know, the \_\_\_\_\_ School District has been a strong advocate of increasing health and wellness for our students, families and community. The City/County of \_\_\_\_\_ proposal to build \_\_\_\_\_ is an excellent fit with our mission and vision to create a healthy and safe environment for our youth.

By supporting this proposal, we're investing in a stronger and healthier City/County of \_\_\_\_\_. We urge the California Transportation Commission and Caltrans to fund the City/County of \_\_\_\_\_ grant application. Together, we can create a safe and vibrant \_\_\_\_\_!

Sincerely,

Sample letter from a COG/RTPA

LETTERHEAD

Date

Address to Applicant

\_\_\_\_\_[name]\_\_\_\_\_

Title (City Manager/CAO/Department Director)

Address

Dear \_\_\_\_\_:

We enthusiastically support the City/County of \_\_\_\_\_ grant proposal to Caltrans for an Active Transportation Program Grant to build/implement \_\_\_\_\_.

The \_\_\_\_\_ Council of Governments is a strong proponent of planning for and developing infrastructure that creates more walkable, bike-able and livable neighborhoods for all ages. We actively advocate for and promote future community investment that provides opportunities not only for children and families to be physically active in a safe environment, but also creates vibrant places where everyone wants to live, work and play. The City's/County's proposed project will help advance the goals of the Regional Transportation Plan and Sustainable Communities Strategy. By shifting more trips to walking and bicycling this project will also help meet the State's goals of reducing greenhouse gas emissions from motor vehicles.

The \_\_\_\_\_ Council of Governments is the state designated Regional Transportation Planning Agency and the federally-designated Metropolitan Planning Organization. We have been involved with transportation related issues since the agency's formation in 1970.

By supporting this project, we're investing in a stronger and healthier \_\_\_\_\_. We urge the California Transportation Commission and Caltrans to support and fund the City/County of \_\_\_\_\_ grant application to build \_\_\_\_\_. Together, we will create a more vibrant \_\_\_\_\_!

Sincerely,

# Appendix I

# Technical Assistance Provider Evaluation Survey

# California Climate Investments Active Transportation Program Pilot Technical Assistance Program (CCI ATP Pilot TA)

## Evaluation of Technical Assistance Provided for ATP Cycle 4

We would like your feedback on the technical assistance provided to you by [Insert name of TA provider organization] as part of the ATP Pilot TA provider relating to your application to ATP Cycle 4 in 2018. Your evaluation will help us improve this program and tailor future technical assistance to best meet your needs in creating and funding great bicycle and pedestrian projects.

Please send your completed survey and any questions to: Cayla McDonell cmcdonell@lgc.org, (916) 448-1198 (x324).

Thank you for participating in our program and providing your valuable feedback.

<b>1. Please evaluate your interaction with your technical assistance provider</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>N/A</b>
The technical assistance provider communicated clearly and in a timely manner					
The technical assistance provider was responsive to our requests, questions and concerns					
The technical assistance provider understood our project goals and made useful suggestions					

<b>2. Please tell us about how the technical assistance impacted your work</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>N/A</b>
The technical assistance resulted in a higher quality and/or more competitive ATP application					
After receiving technical assistance, we have improved our ability to develop active transportation projects, plans or programs that will improve bike/ped mobility and/or safety					
After receiving technical assistance, we have improved our skills in preparing competitive applications for Active Transportation Program funding in the future					

I would recommend this technical assistance program to other communities applying for Active Transportation Program funding					
---	--	--	--	--	--

<b>3. How useful were the technical assistance services to your application development and understanding of the Active Transportation Program?</b>	<b>Very Useful</b>	<b>Somewhat Useful</b>	<b>Not Very Useful</b>	<b>Not Useful at All</b>	<b>N/A</b>
Refining the scope of work					
Improving the way crash data was presented					
Demonstrating a high level of community engagement and support for the project					
Preparing cost estimates for the project					
Site visit(s) with your technical assistance provider					
Other					

**Your detailed comments are particularly valuable to our team:**

1. Please describe what was most useful to you about the technical assistance, and how it impacted your application to ATP.
2. Please share any suggestions for improvement
3. How important was this resource to you in preparing your application? Would you otherwise have used agency staff, or hired a consultant? Or would you have been unable to apply in Cycle 4?

Contact information

Name:

Agency:

Email & Phone:

**POTENTIAL PHONE INTERVIEW QUESTIONS:**

If we get robust answers to the above questions, we may decide it's not necessary to do phone interviews. But, here are some suggested questions to get more feedback.

1. Please describe your overall level of satisfaction with the technical assistance you received.
2. Please share some specific ways in which the technical assistance team was helpful and how it impacted your application for the Active Transportation Program.
3. Please share any suggestions for improvement.
4. If you've applied to the Active Transportation Program in the past, have you relied on internal agency staff? Consultants?
5. How significant was it for your community to receive free technical assistance?



## Appendix J

# Needs Assessment Questionnaire

## Community Needs Assessment Survey Instrument

May 2018

*Introduction: In order to assist you with your Active Transportation Program application, we need to learn more about your project, existing conditions around it and your jurisdiction's policies and programs. Please provide the following data as available.*

### Project Information (for area near proposed project):

- Map showing the location of the project
- Drawings of proposed design, if available
- Traffic volumes (cars and trucks) and, if relevant, turning movements at key intersections
- Pedestrian volumes (if known)
- Bicycle volumes (if known)
- Traffic controls (signals, stop signs, etc.)
- Speed limits and speed surveys
- List of any nearby programmed roadway changes
- Recent traffic studies
- List of nearby future planned public and private development projects (commercial and residential)
- Transit system map and schedule with stops/stations for nearby streets

### For pedestrian projects only (for area near proposed project):

- Map showing key pedestrian trip generators and destinations (e.g., schools, senior centers, parks, etc.) within ½ mile of project location
- Pedestrian collision maps, collision history and collision reports (last 5 years)
- Inventory of curb ramps near project location
- Inventory of missing sidewalks, informal pathways, and pedestrian opportunity areas (along desire lines connecting key generators to project location)
- ADA Transition Plan for streets and sidewalks

- Crosswalk policies and standards

For bicycle projects only (for area near proposed project):

- Map showing key bicycle trip generators and destinations (e.g., schools, senior centers, parks, etc.) within 2 miles of project location
- Bicycle collision maps, collision history and collision reports (last 5 years)
- Map of existing bicycle facilities (if any) along or near project location
- Cross sections for streets where bicycle projects are proposed

Planning/Policy Documents:

- Do you have an Active Transportation Plan, Pedestrian Master Plan or Pedestrian/Bicycle Master Plan? When was it last updated?
- Who participated in the development of the Plan?
- Have you completed any pedestrian or bicycle projects recently (if so, please provide information)?
- When did you last update the Circulation Element of the General Plan?
- Do you have a bicycle or pedestrian coordinator on staff?
- Have you prepared any Specific Plans for the area near your proposed project?
- Does your project connect to a school (or schools)? Do you have a Safe Routes to School Plan? Do you have any SRTS programs?
- Does your project connect to a trail? Do you have a Greenway/Trail Master Plan?
- Does your project connect to a park? Do you have a Parks Master Plan?
- Does your project connect to a bus stop or transit station? Do you have a Transit Master Plan?
- Does your project connect to a regional bike/ped facility or trail? Is it part of a Regional Active Transportation/Bicycle/Pedestrian Plan?
- Do you have a Traffic Calming Program? If so, are there any sample projects?