

PROPOSAL TO PREPARE A SAFE ROUTES TO SCHOOL MASTER PLAN For the City of Lancaster



**ryan snyder
associates**



transportation planning for livable communities

in Association with

**KWS Consulting
Safe Moves**

June 13, 2013



transportation planning for livable communities

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June 13, 2013

City of Lancaster
Planning Department
Lancaster City Hall
Lancaster, CA 93534

Dear Ms. Watson,

Ryan Snyder Associates, LLC (RSA) is pleased to submit this proposal for consultant support to develop the City of Lancaster Safe Routes to School Master Plan. I have assembled a small, but elite team of professionals that best fits the task at hand.

RSA will lead the project and I will manage it. KWS Consulting will assist with forming the Safe Routes to School (SRTS) Committee and will take the lead on training local personnel to conduct workshops and organize encouragement and enforcement activities. Safe Moves will train local people to teach safety education at the schools. By bringing together the top people in SRTS planning, programs and education in our region we offer a process that will launch Lancaster well into the realm of SRTS.

The terms of the proposal are negotiable. We are open to adjusting our scope of work. I will negotiate for the team if needed. This proposal is a binding offer for 90 days.

We look forward to working with the City to keep Lancaster on track as a livable community.

Sincerely,

A handwritten signature in blue ink that reads "Ryan Snyder".

Ryan Snyder
President

SCOPE OF SERVICES

Term 1 (Contract Execution to September 29, 2013)

The Ryan Snyder Associates (RSA) team will develop Safe Routes to School (SRTS) plans for the first six (6) schools. We will use the following methodology.

Task 1. Review Background Documents

The RSA team will review all relevant background documents that will inform preparation of the first plans. Those documents will include such items as, but not be limited to:

- City of Lancaster General Plan
- City of Lancaster Municipal Code
- Architectural Design Guidelines Manual
- Master Plan for Trails and Bikeways
- City of Lancaster Parks, Recreation, Open Space and Cultural Master Plan
- Traffic Calming Study
- Suggested Routes to School Study 1997
- Pedestrian and bicycle-involved crash data
- Daily traffic volumes
- School attendance boundaries
- Number of students
- Existing school policies

We will use this review to ensure that our planning work is consistent with, or adds to other plans, as well as to provide the background needed to make relevant recommendations.

Task 2. SRTS Committee and Project Coordination

First, the RSA Team will suggest appropriate members of Citywide SRTS Committee. Those members will likely include stakeholders such as, but not limited to:

School-based

- Parents
- Students
- Principals and vice principals
- Teachers
- Parent Teacher Association

- School-site councils
- Superintendents
- District administrators
- School board members
- Facilities personnel
- Crossing guards

City

- Planning
- Public Works
- County Sheriff
- City Manager's office
- Parks and Recreation
- Commissioners
- City Councilmembers

Community

- Antelope Valley Partners for Health
- High Desert Cyclists
- Homeowners associations/mobile home parks
- Lancaster Chamber of Commerce
- Rotary Club
- Greater Antelope Valley Association of Realtors

Task 2.a. Kick-off Meeting

The RSA team will attend and help to facilitate an internal kick-off meeting with key members of the Citywide SRTS Committee. At this meeting we will provide an overview of the project, establish communication protocol, clarify tasks and finalize a project schedule.

Task 2.b. Coordinate with the Technical Advisory Committee (TAC)

The RSA team will facilitate a meeting of members of a TAC established by the City that includes City staff, school facilities staff, and law enforcement. This first meeting will be used to bring TAC members on board and to establish a sense of direction for technical aspects of the SRTS Plan. We will introduce SRTS, why we have SRTS, what it is, how it works, who is needed to participate, etc. We will explain our planning process and the timeline for creating a Master SRTS Plan. We will solicit input from the TAC and identify concerns, issues and areas of interest to the members.

Task 2.c. Facilitate Quarterly Meetings

The RSA team will facilitate quarterly meetings with the TAC. These meetings will be used to steer the planning process to ensure that it meets the goals of this project. We will present information related to our progress with individual school plans as well as the Master SRTS Plan. We will develop agendas and record minutes.

Task 2.d. Receive Data from Community Advisory Committee (CAC)

The City and Antelope Valley Partners for Health (AVPH) will create a CAC comprised of City staff, school representatives, police and community partners to collect input and feedback about the project. The RSA team will receive information from the CAC to ensure that their findings are incorporated into our plans.

Task 3. Outreach and Community Workshops

Task 3.a. Develop Workshop Materials

The RSA team will develop workshop materials so that AVPH and/or others can have to deliver introductory SRTS workshops, and organize events such as International Walk-to-School Day, walking school buses and bicycle trains. These will include maps, presentations, flyers and other materials. We will also provide workshop materials to teach the full range of individual and classroom contests, park-and-walk sites, corner captains, and other programs.

Task 3.b. Incorporate Workshop Findings into SRTS Plans

The RSA team will review findings of workshops conducted by AVPH at the schools regarding safety issues, program capacity, school-based SRTS Committees and other relevant information needed to develop each schools SRTS Plan.

Task 4. Gather Information and Develop Plans for First Six (6) Schools

The RSA team will conduct all the steps needed to prepare SRTS Plans for the first six (6) schools. We will collect information conduct surveys and audits to identify safety issues. We will then have the information we need to prepare a startling list of programs at each school, and to conduct fieldwork to develop an engineering plan to improve the common routes to school.

Task 4.a. Conduct Surveys

We will conduct a paper survey for parents to fill out. We will use the National Center for Safe Routes to School form. This form will ask a number of questions, how they get their child to school, how far away they live from the school, whether they consider

having their child walk or bicycle to school, reasons they may not feel comfortable allowing their child to walk or bicycle, among others. The schools will be responsible to distribute and collect surveys, then forward them to us. We will forward it to the National Center for Safe Routes to School who tabulates the results free of charge. The surveys will show what the safety issues are and provide information useful in tailoring our encouragement, education and enforcement programs. We will incorporate the information into the plans.

A second survey, the student survey, will be provided as a form to each school that will be administered to students by the teachers. The teachers will be responsible for asking students how they got to school, with a simple “raise your hand” survey. The survey will occur in the “homeroom” class, or the first class of the day so each student is accounted for only once. The RSA team will collect and analyze this tally data, and incorporate the information into the plans. We have developed and used this simple tally in many schools very successfully, nearly always getting 100% response rate.

We propose a modification to the methodology in the RFP. To conduct and process attitudinal surveys of all the students, parents and teachers at every school could use up a quarter of the budget in this grant. Instead we have had extremely good luck learning what the common routes to school and where the safety issues are through school site audits. If well-selected stakeholders represent students, parents, teachers and others at each school attend the audits they yield virtually the same information as extensive surveys would.

In addition, we will post an online survey on Survey Monkey, where parents, students, teachers and others can note their issues, concerns, routes, locations of safety issues and suggestions for improving routes.

Task 4.b. Analyze Data

The RSA team will collect traffic data and speed survey data from the City. We will use the statewide Transportation Injury Mapping System (TIMS) to see where bicycle and pedestrian-involved crashes have occurred near each of the schools. We will factor this data in when making recommendations.

Task 4.c. Identify Existing Travel Patterns Around Schools

We will observe either drop off or pick up at each school. We will also collect information regarding travel patterns around the schools during the school site audits. We will look for safety issues such as speeding, double parking, kids running between cars, and others.

Task 4.d. Obtain Information Regarding Transportation Regulations and Policies

The RSA team will solicit information from the CAC regarding and transportation regulations or policies at each school. We will factor this into our recommendations. We may also suggest modifications to facilitate more successful SRTS programs.

Task 4.e. Conduct School Site Audits

The RSA team will conduct school site audits at each school. We will conduct in these in a two-hour workshop format. The schools will invite key stakeholders including selected parents, selected students, the principals/vice principals, school coordinators, school nurses, crossing guards and others. We will begin with a brief overview of our process. We will then conduct a walkabout around the schools to discuss key safety issues. We will return to the workshop room and draw common routes to school along with identification of specific locations that have safety problems along the routes to school. Last, we will reconvene and discuss both general and location-specific safety issues. This will equip us with the information we need to create an engineering plan for each school to remedy the safety issues.

Task 4.f. Create SRTS Plans

The RSA team will use comments received from the school site audits and the CAC to prepare SRTS Plans for each school. We will take information received from the CAC to create an outline of Education, Encouragement and Enforcement programs at each school. We will use information from surveys and the school site audits to develop Engineering recommendations that alleviate identified safety issues and other barriers that prevent students from walking or cycling to school. We will conduct fieldwork on existing routes to school, identified unsafe intersections, bicycle routes, among others. We will also identify gaps between facilities. Our fieldwork will allow us to understand where facilities are needed, the feasibility of their installation, and what needs to be done to create each recommendation. Our review will include such tasks of:

- Surveying intersections for potential pedestrian improvements
- Surveying streets for inadequate sidewalks
- Measuring candidate streets for bike lanes and other on-street bikeways
- Assessing the feasibility of shared use paths
- Identifying potential locations for bicycle parking

Our recommendations will include the identification of future infrastructure projects, text explaining existing conditions, which devices should be used, and the number of each device. We will recommend both linear improvements and intersections improvements. The linear improvements may consist of, but not be limited to,

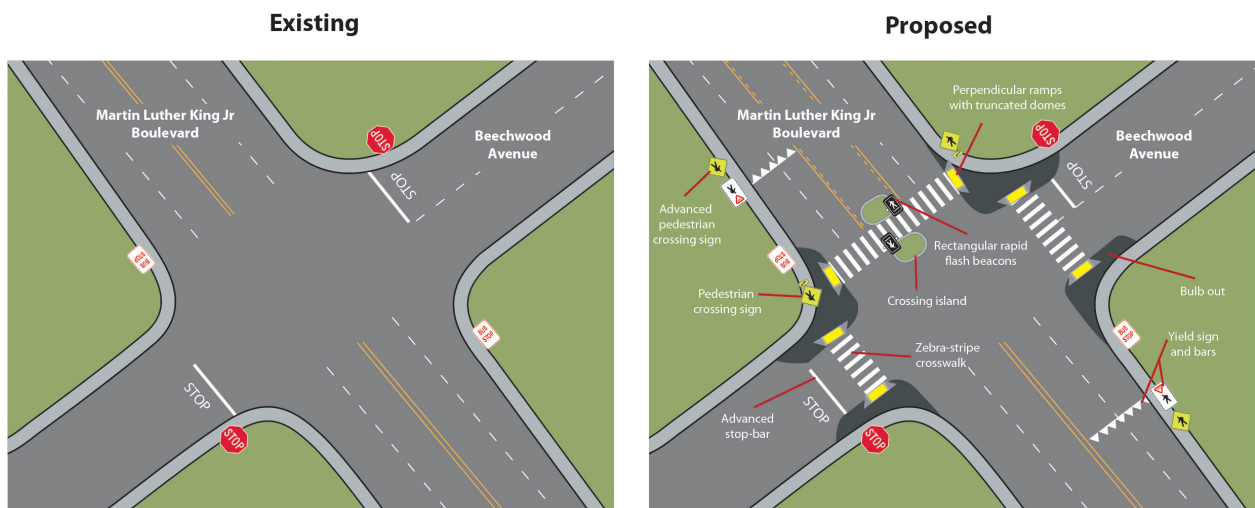
- New sidewalks

- Shared use paths
- Bike lanes (standard, buffered, protected, etc.)
- Bike routes
- Bicycle-friendly streets

The capital improvements recommended at intersections will include such items as, but not be limited to:

- New or improved curb ramps
- New or improved crosswalks
- Advanced stop/yield bars
- Signage
- New or improved signalization
- Modified timing of traffic signals
- Curb extensions
- Crossing islands
- Traffic circles
- Raised sidewalks
- Tactile devices
- Audible pedestrian signals
- Other, as necessary

We will also include maps of the improvement locations showing them along common routes to school. Our recommendations will include graphic representation of our improvements under the textual description as shown below:



The text, graphics and maps will easily lift out for inclusion into grant applications. We will coordinate our recommendations with the Master Plan for Trails and Bikeways.

Task 4.g. Train the Trainer

The RSA team proposes to train City, AVPH and school stakeholders to conduct Education, Encouragement and Enforcement programs. This will ensure longevity of the program and position the City well to compete for grants.

Kara Sergile will train the appropriate stakeholders to conduct encouragement and enforcement programs. This will include teaching how to plan, organize and coordinate small and large-scale events such as International Walk-to-School Day, National Bike-to-School Day, walking school buses and bicycle trains. She will also teach the full range of individual and classroom contests, park-and-walk sites, corner captains, and other programs. Ms. Sergile will train on the various enforcement programs as well including, but not limited to, police presence, school valets, crossing guards, speed radar lending, and telephone hotlines.

We propose to use Safe Moves to train people to conduct educational programs. Safe Moves will train City staff, AVPH staff, Physical Education and health teachers, coaches, police officers, parents, scout leaders, and other school and community representatives who are interested in bicycle and pedestrian safety. Participants will learn training techniques and will be given the hands-on practice necessary to return to their school communities and set up similar trainings geared to youth.

The curriculum used in this course is the Safe Moves Bicycle and Pedestrian Safety Program. The general outline of the curriculum includes:

- Crossing streets/navigating intersections
- Choosing a route to school/destinations
- Infrastructure (crosswalks, traffic signals, signs)
- Recognizing basic traffic hazards
- Avoidance of common collisions
- Driver behaviors
- Avoidance of common causes of collisions
- Explanation of infrastructure
- Explanation of traffic laws/city ordinances
- Explanation of school traffic policies
- Wearing a helmet
- Basic bicycle maintenance
- Skills (turning, over shoulder look, steering, braking)
- Judgment of speeds and distances

- Visual timing judgment
- Coordination of information from different directions
- Coordination of perception and direction
- Cognitive ability to assess traffic situations
- Methods internalizing traffic negotiations

Safe Moves will organize six (6) trainings. Each training will be a two part program featuring two (2) – four (4) hour training sessions. The goal is to reach stakeholders all 29 schools (elementary, middle and high schools) who can be trained to sustain the program.

Safe Moves will provide the following program elements:

- Program Coordination / Administration
- Identifying / Certification of all participants
- Training Staff
- Equipment
- Training materials

The RSA team brings in KWS Consulting to train people to initiate and conduct Encouragement and Enforcement programs.

Term 2 (September 30, 2013 to September 29, 2014)

We will repeat tasks 1-4 from Term 1 to prepare SRTS Plans for the next ten (10) schools.

Task 5. Develop Strategies, Materials, Tools and Resources

We propose a slight modification of this Task from the RFP. We believe it will be important to do some of these things from the development of the first plans.

Task 5.a. Develop 5E Strategies and Tools

The RSA team will include an outline of the 5E programs within each school's SRTS plan. Beyond that, we will develop a SRTS Toolkit that describes elements of Education, Encouragement and Enforcement programs. The toolkit will describe each element, what is done and who the likely implementers of it are.

We will also train people to conduct and manage these programs in Lancaster.

Task 5.b. GIS Route Maps

The RSA team will develop GIS Route Maps for each school in their SRTS Plan. We will include the following on the maps:

- Location of school
- Enrollment boundaries
- Preferred walking and bicycling routes
- Recommended infrastructure improvements
- Bicycle parking locations
- Drop off/pick up areas
- School bus stop location
- Existing public transit bus stops
- Bicycle paths, lanes, or routes
- Marked crosswalks
- Crossing guard locations
- Intersection controls
- Relevant signs and pavement markings
- Barriers and impediments to bicycle and pedestrian traffic
- Improvements projected for the area by the Master Plan of Trails and Bikeways and the City's "Complete Streets" projects/plans

We will collect shapefiles from the City, school districts and others to map some of these layers.

Task 5.c. Develop Strategies and Solutions for Addressing Barriers

The RSA team will follow the methodology described in Task 4.f. to address the barriers. These will be included in the SRTS Plans from Term 1.

Task 5.d. Develop Evaluation Component

The RSA team will create an evaluation method for the SRTS Plans. This will be important to gauge progress of the program. Our method will include at least some surveys. We will present the survey(s) and suggest the frequency and timing to conduct them. We will also recommend other means to evaluate the program such as health assessments, speed surveys, traffic data and crash records.

Task 5.e. Identify Funding Sources

The RSA team will identify all local, state and federal funding programs that could be used to pay for engineering improvements as well as the programmatic components of

the SRTS program. We will describe what each source is eligible for and other pertinent information needed to apply. We will also recommend other organizations that may be able to partner with the City and schools for their SRTS programs.

Task 6. Develop the Draft SRTS Master Plan

Task 6.a. Prepare the Draft SRTS Master Plan

The RSA team will draft the SRTS Master Plan. It will consist of each school's plan, and be tied together with information pertinent to all of them. It will contain the following:

- Introduction and Background
- Plan for the 5 Es
- Route maps for each school
- Summary of workshop activities, input received and responses to input
- School side audit reports with baseline information on each school
- Recommended and prioritized infrastructure and non-infrastructure options
- Initial cost estimates and conceptual designs for ALL recommended infrastructure projects. These will be planning-level estimates based on typical unit costs of projects in other California cities and unit costs experienced in Lancaster.

Task 6.b. Host Community Forum

The RSA team will host one (1) open house/community forum at the beginning of Term 2 to present the SRTS plans developed in Term 1. We will also host a second open house/community forum at the end of Term 2 to present the SRTS plans developed in Term 2. Attendees will have an opportunity to review draft Plans and provide comments.

The City will organize the forums, arrange the venue and provide translation as needed.

Term 3 (September 30, 2014 to September 29, 2015)

The RSA team will repeat Tasks 4 and 5 for the next eight (8) schools.

Task 7. Host Community Forum

The RSA team will host one (1) open house/community forum at the end of Term 3 to present the SRTS plans developed in Term 3. Attendees will have an opportunity to review draft Plans and provide comments.

Task 8. Present Completed SRTS Plans from Terms 1 and 2

The RSA team will present the SRTS plans developed in Terms 1 and 2 to:

- Architectural Design Commission
- Planning Commission
- City Council

We will provide printed and electronic copies of the Plan and developed materials.

Term 4 (September 30, 2015 to September 29, 2016)

Repeat Tasks 4, 5 and 8 for next five (5) schools

Task 9. Host Community Forum

The RSA team will host one (1) open house/community forum at the end of Term 4 to present the SRTS plans developed in Term 4. Attendees will have an opportunity to review draft Plans and provide comments.

The RSA team will present the SRTS plans developed in Terms 1 and 2 to:

- Architectural Design Commission
- Planning Commission
- City Council

We will provide printed and electronic copies of the Plan and developed materials.

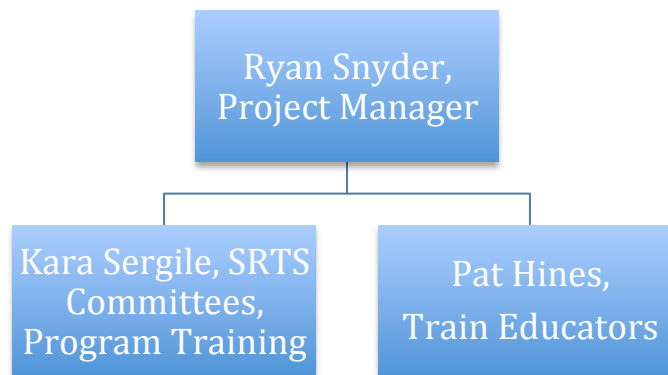
Task 10. Complete Grant Applications

The RSA team will complete up to two (2) grant applications to apply for funding to implement the SRTS Master Plan. At this point funding sources are in flux with ongoing legislation. The funding sources will likely be state Safe Routes to School funds (assuming state legislation now pending passes), and/or Highway Safety Improvement Program funds. We will fill out the forms. The City will be responsible to supply data as needed, and more detailed level cost estimates if needed.

TEAM QUALIFICATIONS

TEAM MEMBERS AND ROLES

This is a relatively small team made up of senior level people. We believe that this is called for in this project. Ryan Snyder of Ryan Snyder Associates will manage the project and conduct the planning work. Kara Sergile of KWS Consulting will help to form the SRTS Committee, will provide materials and will conduct training for encouragement and enforcement programs. Pat Hines of Safe Moves will train people to conduct education programs at the schools.



FIRM PROFILES

Ryan Snyder Associates

Ryan Snyder Associates, LLC (RSA) is a new urbanist transportation planning consulting firm specializing in smart growth, bicycle and pedestrian planning and safe routes to school planning. This practice has evolved into “street planning.” RSA also plans transit and paratransit, Transportation Demand Management (TDM) as well as taxi regulations. RSA teams with planning, engineering, architecture firms and others to bring the highest skill level called for by each project.

Most recently, RSA coordinated an effort to produce the Model Design Manual for Living Streets. This project created a manual that serves as the template for cities across the US and in other countries in designing streets for various transportation modes, economic vitality, beauty, and overall livability. It was produced for the County of Los Angeles Department of Public Health and the UCLA Luskin Center. The project has thrust RSA into the forefront in street designing projects.

Ryan Snyder Associates has extensive experience in working with counties, cities, school districts and individual schools in creating Safe Routes to School Plans. This includes bringing stakeholders together, conducting walkability audits, facilitating workshops, and surveying school areas for planning and engineering improvements, among other activities. In addition, RSA works with its clients to either assist them with their grant application or submit applications on their behalf. RSA has an extremely

successful track record; in the past five years, RSA has brought over \$11 million in grants to its clients for SRTS plan implementation. Ryan Snyder is a National Certified Safe Routes to School instructor. Below is a sample of projects RSA has managed on in recent years with a brief description of each project. The first three will include references.

City of Glendale Safe Routes to School Plans and Grant Applications

Project Manager: Fred Zohrevand, City of Glendale
Telephone: 818-937-8328
Email: zohrevand@ci.glendale.ca.us

RSA is working with the City of Glendale to over time, complete Safe Routes to School Plans for all schools in the City. RSA completed Phase 1 in 2009 with plans for five elementary schools and one middle school. In July 2010, RSA completed Phase II of the Glendale Safe Routes to School Plan for six elementary schools. Ryan Snyder facilitated several SRTS workshops and walkability audits where parents and other stakeholders identified key issues and locations needing improvement around the schools. Working with the stakeholder groups, RSA developed a plan for the “5 Es,” including an extensive and detailed engineering section. This section redesigned over 30 intersections for Phase II schools with the use of proven devices to make intersections safer, including bulb-outs, zebra-stripe crosswalks, advanced yield markings, signs, raised crosswalks, countdown signals, speed tables, and more. RSA prepared a successful grant application for the city for Phase I that brought in \$898,560. RSA also prepared a grant application for the city for Phase II projects in July 2010 that was funded for \$449,140. RSA prepared another application in June 2012 that brought in another \$449,200 for SRTS projects in Glendale.

City of Culver City (California) Safe Routes to School Plan and Grant Application

Grant Manager: Gayle Haberman, Los Angeles County Department of Public Health
Telephone: (213) 351-1947
Email: ghaberman@ph.lacounty.gov

RSA completed a Safe Routes to School Plan and grant application for Linwood E. Howe Elementary School in July 2010. The planning effort began with a Safe Routes to School workshop with 24 key stakeholders, including representatives from the Culver City Police Department, Department of Public Works, Board of Education, Neighborhood Association and Los Angeles County Department of Public Health. RSA conducted extensive fieldwork and worked with the city to decide upon the redesign of over 15 intersections including the use of curb extensions, crossing islands, advanced yield and stop bars, countdown signals, as well as new bicycle lanes, bicycle-friendly streets and bicycle routes with sharrows. RSA also prepared a winning grant application for \$447,480 for Phase II projects.

San Fernando Safe Routes to School Plan and Grant Applications

Project Manager: Ron Ruiz, City of San Fernando

Telephone: (818) 898-1237

Email: r Ruiz@sfcity.org

RSA prepared a safe routes to school plan for the City of San Fernando and three grant applications to fund the listed improvements. The planned enhancements included a variety of cutting-edge techniques to make it safer for children to walk to school, such as a road diet, restriping, a mini-roundabout, raised crosswalks, bulb-outs, high-visibility crosswalks, countdown signals, and more. The first application was successful and brought \$994,000 to the City. A second grant application was also successful for \$861,750. The third application brought \$999,850 to the City.

RSA has also planned, or is in process of planning the following:

- Los Angeles Safe Routes to School Pilot Program (in progress with Safe Moves and KWS)
- South Los Angeles Safe Routes to School Plan
- City of Huntington Park (California) Safe Routes to School Plan and Grant Application
- City of South Gate (California) Safe Routes to School Plan and Grant Application

- County of Riverside (California) Department of Public Health Safe Routes to School Initiatives
- County of San Bernardino (California) Safe Routes to School Plans
- Delano Safe Routes to School Plan and Grant Applications
- Coachella Safe Routes to School Plan and Grant Applications
- Palm Springs Safe Routes to School Plan
- City of Desert Hot Springs (California) Safe Routes to School Plan
- East San Diego County (California) Department of Public Health SRTS Workshops and Applications
- Nevada County Safe Routes to School Workshops and Walkability Audits

KWS Consulting

KWS Consulting specializes in organizing and delivering SRTS programs. We have a successful track record of organizing events, walking school buses, conducting surveys and more. The following represent our recent experience.

SRTS Committee Formation and Program Delivery - Los Angeles Safe Routes to School Pilot Program (with RSA and Safe Moves)

- Organizing SRTS Committees at 10 schools
- Coordinating Bike-to-School, Walk-to-School, walking schools buses, bicycle trains, incentive programs and more at 10 schools

Project Status - On-going (January 2013 to 2015)

Program Development, Coordination & Evaluation - Safe Routes to School Education, Encouragement and Outreach Program, Glendale, CA

- Development of a city-wide Safe Routes to School Education and Encouragement Plan
- Consult and provide subject matter expertise to principals, parents, PTA's and community organizations on SRTS program development and implementation
- In coordination with school sites, help to organize Education and Encouragement events at schools sites (customized to school community needs and readiness) - such as International Walk-to-School Day, walking school buses, pedestrian and bicycle safety programs
- Provide and/or develop educational, promotional and other incentive materials
- Interface with vendors of key services (Bicycle, Pedestrian Safety Instructors)
- Assists with grant preparation
- Serves as liaison between city staff, elected officials, police department, school district leadership, principals, teachers, staff and the PTA at both a Council and Unit level regarding SRTS program.
- Plans, coordinates and conducts yearly mode of transport student tallies and parent surveys utilizing the National Center for Safe Routes to School data collection instruments
- Coordinate with the National Center for Safe Routes to School for data input and analysis

Project Status: On-going (March 2009 - present)

Project Management and large-scale event planning for International Walk-to-School Day 2012 - City of Glendale, CA

- Coordination of 33 schools participation (with GUSD, several private schools, City of Glendale) - largest Walk-to-School Day "event" in State of California in 2012.
- Facilitated City of Glendale proclaiming October - "WALKTOBER - Int'l Walk-to-School Month" in 2010, 2011 & 2012
- Event design and branding - recruited and worked with graphic designer to create brand identity for International Walk-to-School Day
- Designed and coordinated distribution of all promotional materials
- Interface and coordination with PTA's, GUSD, City of Glendale Public Works, Police Department, Public Information Officer

- Responsible for press release and management of all contacts with media (TV, Radio, Paper)
- Coordinated assignment of elected officials, community and corporate volunteers to support school communities
- Instrumental in securing donation from Clif Bar of 10,000 fruit ropes to give out to elementary school students.

Project Status: Complete (August - November 2012)

School Based Bicycle and Pedestrian Training Program - Safe Routes to School Pilot Project - City of Santa Monica, CA

- Consult to project team on pedestrian and bicycle safety education curriculum development
- Deliver Student and Parent Safety workshops
- Consult to project team on the development of Walking School Buses and incentive programs to encourage increased walking and biking

Project Status: In progress (July 2012 - present)

Other

- Walk-to-School Day Webinar for Safe Routes to School Technical Assistance Resource Center (TARC) - State of California Department of Public Health
- Bicycle Skills Safety Rodeos & Bike-to-School Day Event - City of Glendale, CA
- Children's Hospital Los Angeles, Childhood Injury Prevention Program (consultation of two Bicycle Skills programs)
- Curriculum Review, Design & Pilot of a Pedestrian Safety Curriculum (Mark Keppel Elementary School) - Safe Routes to School Programs, Glendale, CA
- Project Management and large scale event planning for International Walk-to-School Day 2011 - City of Glendale, CA
- Design & Delivery of a Community Engagement Training for the Safe Routes to School Program - City of Mountain Home, Idaho
- Walk-to-School Day Webinar for the Missouri Bicycle and Pedestrian Federation

Safe Moves

Safe Moves, established in 1983, is a non-profit 501 (c) (3) organization dedicated to reducing traffic-related deaths and injuries to school-aged children; encouraging children to use alternative modes of transportation to school; educating parents on traffic safety and promoting the use of alternative modes of transportation to improve the quality of life for children, their families and the community by making school environments and neighborhoods walkable and bikeable.

Safe Moves is considered one of the leading authorities on Safe Routes to School in the country and has won many national awards from the United States Department of Transportation, National Highway Administration, Department of Health Services, California Office of Traffic Safety and the Association of Bicycle and Pedestrian Safety Professionals. Safe Moves programs have been featured in the national press including “Dateline”, “The Today Show”, “Good Morning, America”, and “20/20”.

Safe Moves has 29 years of experience working with the following school districts, governmental departments, law enforcement and city councils.

Public Works Departments:

- County of Los Angeles Department of Public Works;
- City of Los Angeles Department of Public Works
- City of Mountain View Department of Public Works
- City of Stockton Department of Public Works
- City of Irvine Department of Public Works
- City of Long Beach

Transportation Departments:

- City of San Leandro
- City of Los Angeles
- City of Fremont;
- City of Menlo Park
- City of Long Beach
- City of Pasadena
- City of San Diego
- City of Irwindale
- City of Baldwin Hills
- City of South Gate
- City of Pasadena
- City of Burbank
- City of Palm Spring
- Riverside County
- City of Sacramento
- City of Fresno

Public Health Departments:

- County of Los Angeles Public Health Department;
- California Department of Health
- San Joaquin Healthy Coalition
- County of San Bernardino Public Health
- Department County of Riverside/Desert Region
- County of San Diego Department of Public Health

Law Enforcement Agencies:

Los Angeles Police Department
Los Angeles Unified School District School Police;
California Highway Patrol;
Los Altos Police Department;
Mountain View Police Department
Milpitas Police Department;
Stockton Police Department
Long Beach Police Department
Gardena Police Department
Diego Police Department
LA County Sheriff’s Department
City of Irwindale Police Department
City of Baldwin Hills Police Department
City of South Gate Police Department
City of Pasadena Police Department
City of Burbank Police Department
City of Palm Spring Police Department
Riverside County Police Department
City of Sacramento Police Department
City of Fresno Police Department
City of Irwindale Police Department
City of Baldwin Hills Police Department
City of South Gate Police Department
City of Pasadena Police Department
City of Burbank Police Department
City of Palm Spring Police Department
Riverside County Sheriff Department
City of Sacramento Police Department
City of Fresno Police Department

City Councils

Los Angeles
City of Irwindale
City of Baldwin Hills
City of South Gate
City of Pasadena
City of Burbank
City of Palm Spring
Riverside County
City of Sacramento
City of Fresno

Long Beach
Stockton
Burbank
Pasadena
Santa Monica
Fremont
Mountain View
Los Altos
San Leandro.

School Districts:

Los Angeles Unified School District
Long Beach Unified School District
ABC Unified School District
Rosemead School District
Alhambra Unified School District
Glendora Unified School District
Stockton Unified School District
Irvine Unified School District
Burbank School District
Mountain View Unified School District
San Leandro Unified School District
San Lorenzo Unified School District
Menlo Park School District
San Diego School District
Fremont Unified School District
Burbank Unified School District
Pasadena Unified School District
Desert Region Unified School District
Brisbane-Bayshore School District
Belmont Shores-Redwood City School District
Burlingame School District
Castaic Union School District
Baldwin Park Unified School District
Compton Unified School District
Cabrillo Unified School District
La Honda-Pescadero School District
Menlo Park School District
Portola Valley School District
Acton-Agua Dulce Unified School District
San Mateo - Foster City School District
Downey Unified School District

West Covina Unified School District
Alhambra Unified School District
Antelope Valley Union High School District
Arcadia Unified School District
Azusa Unified School District
Baldwin Park Unified School District
Bassett Unified School District
Bellflower Unified School District
Beverly Hills Unified School District
Bonita Unified School District
Burbank Unified School District
Centinela Valley Union High School District
Charter Oak Unified School District
Claremont Unified School District
Compton Unified School District
Covina-Valley Unified School District
Culver City Unified School District
Duarte Unified School District
East Whittier City School District
Eastside Union School District
El Monte City School District
El Monte Union High School District
El Rancho Unified School District
El Segundo Unified School District
Garvey School District
Glendale Unified School District
Glendora Unified School District
Gorman Joint School District
Hacienda La Puente Unified School District
Hawthorne School District
Hermosa Beach City School District
Keppel Union School District
La Cañada Unified School District
Lancaster School District
Las Virgenes Unified School District
Lennox School District
Calabasas Unified School District
Thousand Oaks School District
Manhattan Beach Unified School District
Monrovia Unified School District
Montebello Unified School District
Norwalk-La Mirada Unified School District
Palmdale School District
Palos Verdes Area Unified School District
Palos Verdes Peninsula Unified School District

Paramount Unified School District
Pasadena Unified School District
Pomona Unified School District
Redondo Beach Unified School District
San Marino Unified
Rowland Unified School District School District
Santa Monica-Malibu Unified School District
Saugus Union School District
South Pasadena Unified School District
South Whittier School District
Sulphur Springs School District
Torrance Unified School District
Temple City Unified School District
Valle Lindo Elementary School District
Walnut Valley Unified School District
Westside Union School District
Whittier City School District
William S. Hart Union High School District
Wiseburn School District

RESUMES ARE ATTACHED AT THE END

BUDGET

The budget below presents our cost plan. Some of the line items (e.g. Incorporate Findings into Plans, GIS Maps, etc.) have no costs identified with them, as we will incorporate these activities with the planning process.

Lancaster SRTS Plan Cost Proposal				
Key Staff	Ryan Snyder	Kara Sergile	Pat Hines	Total Cost by Task
Hourly Rate	\$175	\$100	\$100	
Term 1				
Task 1. Review Background Documents	8			\$1,400
Task 2. SRTS Committee and Project Coordination				\$0
Task 2.a. Kick-off Meeting	8	7		\$2,100
Task 2.b. Coordinate with TAC	6	6		\$1,650
Task 2.c. Facilitate Quarterly Meetings	6	6		\$1,650
Task 2.d. Receive Data from CAC	5			\$875
Task 3. Outreach and Community Workshops				\$0
Task 3.1. Develop Workshop Materials		20		\$2,000
Task 3.b. Incorporate Findings into Plans				\$0
Task 4. Develop Plans for 6 Schools				\$0
Task 4.a. Conduct Surveys	8			\$1,400
Task 4.b. Analyze Data	8			\$1,400
Task 4.c. Identify Existing Travel Patters	8			\$1,400
Task 4.d. Obtain Regulations and Policies	4			\$700
Task 4.e. Conduct School Site Audits	30			\$5,250
Task 4.f. Create SRTS Plans	100			\$17,500
Task 4.g. Train the Trainer		160	240	\$40,000
				\$0
Term 2				\$0
Repeat Tasks 1-4 for Next 10 Schools	225	40		\$43,375
Task 5. Develop Strategies, Materials, Resources				\$0
Task 5.a. Develop 5E Strategies and Tools	25			\$4,375
Task 5.b. GIS Route Maps				\$0
Task 5.c. Develop Strategies and Solutions				\$0
Task 5.d. Develop Evaluation Component	5			\$875
Task 5.e. Identify Funding Sources	5			\$875
Task 6. Develop Draft SRTS Master Plan				\$0
Task 6.a. Prepare Draft SRTS Master Plan	12			\$2,100
Task 6.b. Host Community Forum	8			\$1,400
				\$0
Term 3				\$0
Repeat Tasks 4 and 5 for Next 8 Schools	180	40		\$35,500
Task 7. Host Community Forum	6			\$1,050
Task 8. Present SRTS Plans from Terms 1 and 2	12			\$2,100
				\$0
Term 4				\$0
Repeat Tasks 4,5 and 8 for Next 5 Schools	115	40		\$24,125
Task 9. Host Community Forum	18			\$3,150
Task 10. Complete Grant Applications	50			\$8,750
				\$0
TOTAL				\$205,000

SCHEDULE

SCHEDULE

	July 2013-Sept. 2013	Oct. 2013-Dec. 2013	Jan. 2014-Mar. 2014	Apr. 2014-June 2014	July 2014-Sept. 2014	Oct. 2014-Dec. 2014	Jan. 2015-Mar. 2015	Apr. 2015-June 2015	July 2015-Sept. 2015	Oct. 2015-Dec. 2015	Jan. 2016-Mar. 2016	Apr. 2016-June 2016	July 2016-Sept. 2016
Term 1													
Task 1. Review Background Documents													
Task 2. SRTS Committee and Project Coordination													
Task 2.a. Kick-off Meeting													
Task 2.b. Coordinate with TAC													
Task 2.c. Facilitate Quarterly Meetings													
Task 2.d. Receive Data from CAC													
Task 3. Outreach and Community Workshops													
Task 3.1. Develop Workshop Materials													
Task 3.2. Incorporate Findings into Plans													
Task 4. Develop Plans for 6 Schools													
Task 4.a. Conduct Surveys													
Task 4.b. Analyze Data													
Task 4.c. Identify Existing Travel Patterns													
Task 4.d. Obtain Regulations and Policies													
Task 4.e. Conduct School Site Audits													
Task 4.f. Create SRTS Plans													
Task 4.g. Train the Trainer													
Term 2													
Repeat Tasks 1-4 for Next 10 Schools													
Task 5. Develop Strategies, Materials, Resources													
Task 5.a. Develop SE Strategies and Tools													
Task 5.b. GIS Route Maps													
Task 5.c. Develop Strategies and Solutions													
Task 5.d. Develop Evaluation Component													
Task 5.e. Identify Funding Sources													
Task 6. Develop Draft SRTS Master Plan													
Task 6.a. Prepare Draft SRTS Master Plan													
Task 6.b. Host Community Forum													
Term 3													
Repeat Tasks 4 and 5 for Next 8 Schools													
Task 7. Host Community Forum													
Task 8. Present SRTS Plans from Terms 1 and 2													
Term 4													
Repeat Tasks 4, 5 and 8 for Next 5 Schools													
Task 9. Host Community Forum													
Task 10. Complete Grant Applications													

Ryan Snyder

President



transportation planning for livable communities

Project Role

Project Manager

Education

Bachelor of Arts,
Economics, UCLA (1979)

Master of Arts, Urban
Planning, UCLA (1985)

Certifications/Positions

UCLA Urban Planning
Faculty

FHWA Pedestrian Safety
Design Instructor

National Safe Routes to
School Instructor

National Complete
Streets Instructor

California Department of
Public Health California
Walkability Expert

Affiliations

American Planning
Association

Association of Pedestrian
and Bicycle Professionals

Institute of
Transportation Engineers
Pedestrian Bicycle
Council

National Complete
Streets Coalition Steering
Committee

Contact

ryan@rsa.cc
310.475.3895

With over 25 years of transportation planning experience, Ryan manages all aspects of RSA's services. He maintains a strong involvement producing project deliverables, and works closely with clients and the community to develop cutting-edge safe routes to school, pedestrian, bicycle, and trail plans. Ryan develops detailed, progressive strategies to promote active, healthy transportation with a focus on implementation-readiness. A widely known presenter, activist, and educator, Ryan has established himself as one of the forefront exponents of the complete streets movement.

Experience

President, Ryan Snyder Associates (1987-present)

Selected safe routes to school plans:

- Riverside County Department of Public Health Safe Routes to School Initiatives
- San Bernardino County Safe Routes to School Plans
- San Fernando Safe Routes to School Plan and Grant Applications
- City of Delano Safe Routes to School Plan and Grant Applications
- Coachella Safe Routes to School Plan and Grant Applications
- Palm Springs Safe Routes to School Plan
- City of Desert Hot Springs Safe Routes to School Plan
- City of Glendale Safe Routes to School Plans and Grant Applications
- City of Culver City Safe Routes to School Plan and Grant Application
- East San Diego County Department of Public Health SRTS Workshops and Applications
- Nevada County Department of Public Health Safe Routes to School Workshops and Walkability Audits
- City of Rancho Cucamonga Safe Routes to School Plan

Selected pedestrian plans:

- Orange County Non-Motorized Plan, Pedestrian Element
- City of Riverside
- City of Burbank
- City of West Hollywood
- City of Santa Barbara
- City of Lancaster including ADA Transition Plan
- City of Calabasas
- City of Vista
- Coachella Valley

Selected bicycle plans:

- City of Lancaster Master Plan of Trails and Bikeways
- Orange County Transportation Authority - Original Plan and Update; included plans for all 33 jurisdictions in Orange County
- City of Anaheim

Ryan Snyder

- City of Fullerton
- City of Long Beach
- City of Santa Monica
- City of Pasadena
- City of San Diego
- San Diego County
- San Bernardino County Non-Motorized Plan (1994) and Update (2001)
- Coachella Valley Association of Governments; included plans for all 10 cities

Presentations

- Keynote speaker at ProWalk/ProBike 2012 conference in Long Beach, September 2012
- "Model Street Design Manual for Living Streets" presented to American Planning Association conference in April 2012 in Los Angeles
- Bicycle and Pedestrian Planning; all day seminar for Caltrans and local cities. February 2012
- Keynote speaker at NW Ohio American Planning Association conference in Toledo, Ohio, November 2011
- "Model Street Design Manual for Living Streets" presented to National Complete Streets Coalition conference in October 2011 in Charlotte, North Carolina
- "Model Street Design Manual for Living Streets" presented to the Los Angeles American Institute of Architecture in October 2011
- "Model Design Manual for Living Streets," presented to the Walk 21 conference in Vancouver, Canada, October 2011
- "Complete Streets" presentation to the Santa Ana Environmental Commission and City Public Works and Planning staff June 2011.

Kara Watne-Sergile, RN, MPH
1115 Moncado Drive, Glendale, California 91207
kara.kwsconsulting@att.net
(818) 637-2872

SUMMARY

- **Highly experienced consultant, facilitator and trainer with excellent project management and organizational skills**
- **Education, community engagement and outreach specialist**
- **Passionate public health professional advocating for the health and safety of children and their communities**
- **Active community leader with relevant experience implementing Safe Routes to School programs**

EMPLOYMENT HISTORY

KWS CONSULTING, Glendale, CA **2010–Present**

Consult to municipalities, school districts, and non-profit organizations for programs that enhance the health, safety, and livability of the communities they serve. Safe Routes to School program implementation expertise. Strong interest in helping organizations maximize available fiscal resources and funds.

KAISER PERMANENTE Medical Care Program, Pasadena, California **1994–2013**

Multiple positions requiring increasing levels of expertise in organization and leadership development, project management, and implementation of major change initiatives. Titles have included Organization Development Consultant, Program Director, Facilitation Specialist, and Senior Consultant. Currently consults to a diverse client system ranging from front line employees to senior executives. Consistently maintain strong relationships across large multi-entity national health care organization.

UCLA MEDICAL CENTER, Los Angeles, California **1989–2001**

A variety of clinical nursing roles in the medical specialties of cardiac care, bone marrow transplant, and clinical research.

EXPERIENCE HIGHLIGHTS

Program Design, Implementation, and Project Management

- Led the design and implementation of elementary and middle school Safe Routes to School Programs in Glendale, CA
- Panelist for Safe Routes to School break-out session at LA Street Summit—a bicycle and pedestrian advocacy and urban planning conference, March 2010.
- Speaker at Safe Routes to School National Conference, August 2011.
- Provides consultation on how to effectively plan, implement, and manage change
- Coaches leaders and project sponsors on effective change management strategies
- Develops communication plans and media campaigns
- Effectively partners with all levels of stakeholders to ensure success of projects
- Delivers program overviews and status updates to senior level leaders and managers
- Conducts data analysis and research; ensured research protocol integrity maintained

Outreach, Education and Encouragement

- National Center for Safe Routes to School - National Course instructor
- League of American Bicyclists, League Cycling Instructor (LCI # 3487)
- Serves as a subject matter content expert on Safe Routes to School program to GUSD administration, principals, staff, parents, city staff, local media, and other organizations
- State of California Department of Public Health SRTS Technical Assistance Resource Center (TARC) – approved consultant for Educational Resources development
- Creates educational materials for teachers, parents, students, and community members
- Well versed in curriculum review, design and pilot implementation process
- Initiated first International Walk-to-School Day event in City of Glendale (2009)
- Engaged R. D. White Elementary School community to form Safe Routes to School Committee
- Coordinated International Walk-to-School Day city-wide events for Glendale 2010, 2011 and 2012 (33 schools participated in 2012)
- Recruits and maintains a base of 60 Safe Routes to School parent and community member volunteers for R. D. White Elementary School
- Collaborate with Glendale Council PTA Presidents to generate city-wide awareness and interest in Safe Routes to School efforts
- Incorporates students into Safe Routes to School education plans

EDUCATION and LICENSURES

Certificate in Organization Development Consulting 2006
Columbia University, Teachers College

Master of Public Health—Health Services Policy and Planning 1991
University of California, Los Angeles

Bachelor of Science—Nursing 1986
Boston University

Registered Nurse—State of California (407429) Active

AWARDS and RECOGNITION

- Featured on KABC Channel 7, Los Angeles – Reporter Lori Corbin story August 2012
- Featured in Sunset Magazine article “Take Back the Burbs” June 2012
- Recipient of Burtis E. Taylor Community Education Award, GUSD June 2012
- Semi-Finalist, Kaiser Permanente award (David Lawrence Community Service Award) January 2012
- PTA Honorary Service Award recipient for Safe Routes to School program February 2011
- R. D. White selected for KP National Walking Campaign film October 2010
- Character and Ethics Award Recipient, City of Glendale and GUSD May 2010



Pat Hines, Project Manager

Pat Hines has 29 years of experience in bicycle and pedestrian safety education, transit use and transportation issues. As founder of Safe Moves, she has served as the executive director from 1983 to present.

Pat's responsibilities as Project Manager will include, but are not limited to the following:

- Program Implementation
- Program Quality Control
- Conduct meetings with school officials and city staff
- Program management
- Data evaluation
- Instruction at workshops and rodeos

Employment History

Safe Moves

Executive Director

1983-present

Develops, implements and supervises bicycle safety, pedestrian safety, and transit education programs, curriculum, material and presentation formats; researches all city and state laws and ordinances as they pertain to bicyclists, pedestrians, motorists and commuters; data collection, walk audit, traffic counts and evaluation of data including death and injury behaviors; creates and maintains community awareness and promotional/public relation campaigns; safety product development, develops relationships with governmental, law enforcement agencies community and social services agencies.

RKO Broadcasting Radio Group

Vice President, Communications and Public Affairs

1978-1983

Created and implemented advertising, marketing and promotional campaigns for RKO radio stations throughout the United States.

Bio-Tech, Inc.

Assistant Researcher

1976-1977

Assisted primary biologists on medical testing of liquid crystals for monitoring temperature regulation.

Academic History

1976 Bachelor of Science / B.S. Pre-Med/Mass Communications, University of Miami

Professional Affiliations

Los Angeles County Police Officers Association: *Member*

Pedestrian Advisory Committee – City of LA: *Member*