

# LOVE TO RIDE VISALIA



City of Visalia

RFP No. 25-26-37

## LOVE TO RIDE Professional Services for Active Transportation Plan (ATP) Non-Infrastructure Programs

A Proposal from Love to Ride

February 3, 2026

City of Visalia  
Purchasing Division  
707 W. Acequia Avenue  
Visalia, CA 93291

Dear Selection Committee,

The City of Visalia, empowered by the investment from the ATP Cycle 7 grants, is at a pivotal moment. This project is a landmark opportunity to better connect people and places and achieve a long-term change in transportation behavior. Love to Ride is excited and ready to partner with the City of Visalia, local organizations, and community members across the Highland, Santa Fe, and Goshen project areas.

We recognize this as a multi-year, multi-grant investment with high expectations for compliance, coordination, and measurable results. In response to this RFP, Love to Ride has consulted with both national subject-matter experts and local delivery partners on the particular needs and contexts of the Highland, Santa Fe, and Goshen project areas. We have completed a structured and nuanced review of the CTC-approved outputs and scope as required for Phase I. The resulting recommendations included as part of this submission are evidence-based, have clear rationale, and are ready for City and CTC review and approval.

These recommendations are designed to be clear, defensible, and aligned with the City of Visalia's goals, CTC requirements, and ATP guidelines, thereby, minimizing review risk and supporting timely approval at the May 2026 CTC meeting. We have also developed an achievable, compliant, and cost-effective plan for delivering Phases II and III following CTC approval.

The City of Visalia and the CTC can have confidence in Love to Ride's ability to successfully deliver this project. Our team specializes in ATP non-infrastructure delivery and brings direct experience implementing ATP-funded programs. Non-infrastructure work is our core area of expertise.

We have the ideal team of partners to support successful delivery. This includes national Safe Routes to School expertise through the Safe Routes Partnership consulting team, whose work with practitioners across the country brings proven best practices to school-based programming. Combined with Love to Ride's in-house experience working directly with school communities, this partnership ensures Visalia benefits from approaches that are both evidence-based, practical, and appropriate for each project area.

Love to Ride will serve as the prime consultant and retain full responsibility for coordination, quality control, compliance, and reporting across all partners and subconsultants.



Our local delivery partners - including VRPA and local contractor Mark Walls - bring deep, established relationships within the project area communities and serve as the foundation of our place-based approach. Mark organized training for all of the League Certified Instructors in Visalia, and our local team maintains strong connections with schools, community groups, workplaces, bicycle education instructors, and community leaders. Our broader project team also includes experienced staff based nearby in Fresno with extensive experience working in Visalia.

Love to Ride already operates the technology and digital tools required by the RFP, including platforms that support community engagement, safety education, data collection, mapping, and reporting. This allows the City to leverage proven, in-use technology while minimizing procurement complexity and implementation risk. We are equally experienced in integrating digital tools with in-person engagement - supporting follow-up, continued education, and ongoing encouragement after real-world activities such as bicycle skills classes, led rides, or community events.

Our work is grounded in proven behavior change frameworks and translated into practical, on-the-ground actions that help people shift trips from driving to walking and biking. We focus on achieving measurable mode shift, not just participation counts.

Love to Ride also brings established quality assurance, fiscal management, and reporting systems. We are accustomed to working with ATP-funded programs and public agencies that require accurate budgeting, invoicing, documentation, and audit-ready reporting.

We understand that while the three ATP projects will be implemented concurrently, each must be managed, tracked, and reported as a distinct grant-funded effort. Our delivery model maintains strict project separation and accountability while reducing unnecessary duplication in outreach and administration - allowing the City and the CTC to benefit from efficiencies without compromising compliance.

Love to Ride represents a low-risk, high-capacity partner for the City of Visalia. The systems, processes, and delivery models proposed for this project are already in active use in communities similar to Visalia.

I am very proud of the work our team does to encourage more people to travel actively in their communities. We are ready and excited to partner with the City of Visalia to move the needle and deliver measurable increases in walking and biking while maximizing the impact of this ATP investment.

Sincerely,



Thomas Stokell  
Chief Executive Officer  
Love to Ride

thomas@lovetoride.net  
(310) 906-7897

# Table of Contents

Section A - Cover Letter .....	2
Section B - General Information .....	5
Executive Summary.....	8
Section C – Organization, Staff Qualifications & Proposed Approach.....	11
C.2 Project Management Approach.....	20
C.3 Key Personnel, Alignment, and ATP/CTC Expertise .....	22
C.4 Project Approach, Scope of Work, City Participation.....	24
C.4.2 Phase I – Completed Work .....	25
Section D - Related Experience.....	48
Section E - Proposal Fee Structure As required by the RFP the proposed fee structure is included with the unbound original in a sealed envelope.....	54
Section F - Conflict of Interest .....	55
Required Forms, Certifications, Signatures .....	56
Appendix A – Phase I Documentation and Draft Schedule 25Ds.....	57
Appendix B – Resumes of Key Personnel.....	58
Appendix C – Digital Tools .....	59
Appendix C - Digital Tools Supporting Program Delivery .....	60

# Section B - General Information

## B.1. Firm Information

- Firm Name: Love to Ride, LLC
- Business Address: 8735 Dunwoody Place, Suite N, Atlanta, GA 30350
- Telephone Number: (310) 906-7897
- Fax Number: N/A
- Email Address: thomas@lovetoride.net

## B.2 Proposal Contacts

- Primary Proposal Contact:
  - Name: Thomas Stokell
  - Title: Chief Executive Officer
  - Phone: (470) 509 4032 or (310) 906-7897
  - Email: [thomas@lovetoride.net](mailto:thomas@lovetoride.net)
- Secondary Proposal Contact:
  - Name: Laura Cisneros
  - Title: Senior Account Executive
  - Phone: (512) 750-9584
  - Email: laura@lovetoride.net

## B.3 City Contract Point of Contact

Proposal-level coordination will be handled by Love to Ride's Proposal Contact. Day-to-day project management, staffing, and delivery roles are described in Section IV.C – Organization, Staff Qualifications, and Proposed Project Approach.

## B.4 Type of Organization

- Type: Limited Liability Company (LLC)
- Small Business: Yes
- Minority-Owned Business: No
- Women-Owned Business: No

## B.5 Tax and Business Registration Information

- Federal Tax Identification Number: 47-311-9436
- City of Visalia Business Tax Certificate: Application will be completed prior to commencement of work in accordance with City requirements.

## **B.6 Owners, Officers, and Key Personnel**

- Owner / Officer:
  - Thomas Stokell – Chief Executive Officer
- Key Personnel:
  - Thomas Stokell – Chief Executive Officer
  - Laura Cisneros – Senior Account Executive
  - Will Caiger – Projects Director
  - Amy Couch – Project Manager
  - Laurence Boon – Product Manager

(Resumes and detailed role descriptions are provided in Section IV.C and accompanying attachments.)

## **B.7 Department of Industrial Relations (DIR) Registration**

- DIR Registration Number: 1000965306

## **B.8 Insurance Information**

- Workers' Compensation Carrier: The Hartford
- General Liability Carrier: CFC Underwriting Limited
- Automobile Liability Carrier: N/A
- Errors & Omissions Carrier: CFC Underwriting Limited

(Proof of insurance and policy details will be provided in accordance with City contract requirements.)

## **B.9 References**

- Bennett Foster  
Atlanta Regional Commission  
[bfoster@atlantaregional.org](mailto:bfoster@atlantaregional.org)
- Emanuel Andrews  
Houston-Galveston Area Council  
[emanuel.andrews@h-gac.com](mailto:emanuel.andrews@h-gac.com)
- Matt Miller  
Ecology Action – Santa Cruz  
[matt.miller@ecoact.org](mailto:matt.miller@ecoact.org)

## **B.10 Subconsultants**

Love to Ride will engage the subconsultants and advisory partners identified in this proposal to provide local and subject-matter expertise in support of delivery of the City of Visalia's ATP Non-Infrastructure Program outputs. These subconsultants support specific functions such as local technical guidance, community-based outreach, bicycle safety education, and subject-matter advisory services.

All subconsultants will operate under Love to Ride's direction and within City-approved scopes of work. Love to Ride will serve as the Prime Consultant and retain full responsibility for project coordination, quality control, reporting, and compliance with all City of Visalia and California Transportation Commission requirements. Subconsultant information will be finalized and provided prior to contract execution in accordance with RFP requirements.

# Executive Summary

Love to Ride is excited and ready to partner with the City of Visalia, local organizations, and community members across the Highland, Santa Fe, and Goshen project areas to deliver the ATP Cycle 7 Non-Infrastructure Program. This is a multi-year, multi-grant investment with high expectations for compliance, coordination, and measurable results. The proposed approach aligns directly with the Scope of Services and Required Services outlined in the RFP and reflects the City's stated objectives for equitable, data-driven, and deliverable-focused non-infrastructure programming.

This investment provides a meaningful opportunity to deliver measurable increases in walking and bicycling while maximizing the return on ATP funds across all three project areas. Love to Ride has carefully reviewed the RFP requirements, CTC guidance, approved program outputs, and project constraints to develop a delivery approach that is achievable, compliant, and low risk.

## Phase I: Output Revisions and CTC Readiness

Love to Ride has completed Phase I of this project by developing evidence-based, ATP-compliant recommendations for revised outputs and scopes. We have provided clear rationale for each recommended change and provided full draft the text that can be utilized in Exhibit 25-D forms.

Our goal is to make the delivery of this project as easy as possible for the City of Visalia. To that end, we have drafted the copy the three Exhibit 25-D (one for each project area) that the city can review and edit as they see fit for submission to the CTC.

We have carefully considered the aims of the project, the original output levels, scope and budget allocations, alongside 1) input from our local partners and our team members with expertise in NI program delivery (best practices and what actually works); and 2) a data-led understanding of the realities of each project area, e.g. how many schools are in each area and their catchment areas. We have developed revised output numbers and a scope that is needed to successfully deliver the project and which balances feasibility of delivering the outputs and the best use of the available budget.

## Phases II and III: Implementation Approach

Following CTC approval, Love to Ride proposes a cost-effective and fully compliant plan for delivering Phases II and III. The approach integrates community engagement, education, encouragement, and data-driven monitoring to achieve measurable behavior change outcomes while meeting all ATP reporting and accountability requirements.

## Expertise and Team

Love to Ride specializes in ATP non-infrastructure delivery and has direct experience implementing ATP-funded programs. Non-infrastructure program delivery is our core area of expertise.

The proposed team combines national best practice with local knowledge:

- **Safe Routes to School Expertise:** Through the Safe Routes Partnership consulting team, Love to Ride brings nationally recognized SRTS expertise that complements our in-house experience working directly with school communities.
- **Local Delivery Partners:** Local partners, including VRPA and local contractor Mark Walls, bring deep relationships within the Visalia community. Mark trained all League Certified Instructors in Visalia, and the local team maintains strong connections with schools, community groups, workplaces, and community leaders. Additional experienced staff based in nearby Fresno bring further continuity and local understanding.

## Technology and Engagement

Love to Ride already operates the technology and digital tools required by the RFP, including platforms that support community engagement, safety education, data collection, mapping, and reporting. These tools allow the City to leverage proven systems without introducing procurement or implementation risk.

Digital tools are intentionally integrated with real-world engagement. They support participant follow-up, ongoing education, and continued encouragement after in-person activities (such as bicycle skills classes, led rides, and community events). This integrated approach enables effective delivery, engagement and behavior change at scale across all three project areas

## Behavior Change and Equity

Love to Ride's approach is grounded in proven behavior change frameworks and translated into practical actions that help people shift trips from driving to walking and bicycling. Programs combine skills training, social norms, peer-to-peer encouragement, and timely prompts to achieve measurable mode shift.

Our team brings extensive experience delivering place-based, equity-focused non-infrastructure programs. Outreach strategies are tailored to specific neighborhoods, schools, and populations to ensure programs are welcoming, accessible, and responsive to local needs in each project area.

## **Project Management, Compliance, and Reporting**

Love to Ride has robust quality assurance, fiscal management, and reporting systems in place. We are experienced in working with ATP-funded programs and public agencies that require accurate budgeting, invoicing, and audit-ready documentation.

While the three ATP projects will be implemented concurrently, each will be managed, tracked, and reported as a distinct grant-funded effort, with independent cost tracking and grant-specific reporting. The proposed delivery model maintains strict project separation and accountability while reducing unnecessary duplication in outreach and administration. This approach allows efficiencies without compromising CTC compliance.

## **Low-Risk Delivery**

Love to Ride represents a low-risk, high-capacity partner for the City of Visalia, with established systems already in use on ATP-funded and comparable California public-sector programs. The systems, processes, and delivery models proposed are already in active use in communities like Visalia. No new or untested tools are required.

Love to Ride is prepared to deliver this program in full compliance with ATP requirements, CTC expectations, and City of Visalia policies, delivering measurable increases in walking and bicycling and maximizing the impact of this ATP investment across all three project areas.

# **Section C – Organization, Staff Qualifications & Proposed Approach**

This section outlines our project team, governance approach, and phased staffing structure demonstrating that Love to Ride possessed the expertise required to successfully deliver the technical review of the Phase and the subsequent contingent planning and implementation Phases II and III.

## **C.1.1 Team Composition and Relevant Experience**

### **Love to Ride - Prime Consultant and Subconsultant Team**

Love to Ride brings the City of Visalia a team with deep experience delivering active transportation non-infrastructure programs under complex public-sector funding, reporting, and compliance requirements. Our team combines experienced Love to Ride staff with specialized subconsultants to ensure successful delivery under complex public-sector funding, reporting, and compliance requirements. We have experience in delivering ATP-aligned programs in California and comparable large-scale, multi-jurisdictional initiatives nationally, where successful delivery depends on navigating different communities and local conditions, successful community engagement, and strict compliance and reporting requirements.

### **Love to Ride – Prime Consultant Experience**

Love to Ride has delivered active transportation encouragement, safety education, and community engagement programs for public agencies across California, including ATP-aligned work in Santa Cruz, Shasta County, and San Diego. In these jurisdictions, Love to Ride worked within established Active Transportation Program frameworks to support non-infrastructure outputs tied to behavior change, safety outcomes, and participation growth. These programs required coordination with city and county staff, school partners, advocacy organizations, and regional agencies, as well as adherence to defined scopes of work, timelines, and reporting expectations.

Across these California programs, Love to Ride has repeatedly managed delivery in environments with overlapping jurisdictions and governance structures. This has included coordinating activities across multiple corridors, neighborhoods, and school catchments while maintaining consistency in documentation and performance measurement. Love to Ride’s experience in these settings directly informs its approach to Visalia’s three-area ATP Non-Infrastructure program, where localized delivery must be balanced with centralized accountability and reporting.

Beyond California, Love to Ride has led and supported some of the most complex active transportation behavior change programs in the United States. This includes a region-wide program for the Houston-Galveston Area Council spanning 13 counties, as well as a multi-jurisdictional regional program in the Atlanta metropolitan area. These initiatives required coordination across numerous cities, counties, employers, and partner organizations, each operating under different

procedures and expectations. Love to Ride managed complex financial tracking, task-level cost documentation, and structured reporting to support reimbursement-based funding, agency oversight, and audit readiness. This experience demonstrates Love to Ride’s ability to operate effectively within complex government systems and deliver compliant, defensible outcomes at scale.

## **Subconsultants and Advisory Partners – Relevant Experience**

As Prime Consultant, Love to Ride integrates strategic subconsultants to maximize local impact while maintaining sole accountability for project success. We assume full responsibility for coordination, quality assurance, reporting, and strict adherence to all City of Visalia and California Transportation Commission (CTC) requirements (p. 8).

**Compliance Note:** All proposed partners are registered with the California Department of Industrial Relations (DIR) in accordance with RFP p. 2. Final subconsultant details will be confirmed prior to contract execution.

## **Safe Routes Partnership – School-Based and Youth-Focused Program Delivery**

(20+ years of experience)

Safe Routes Partnership (SRP) brings more than 20 years of experience delivering school-based transportation safety education and Safe Routes to School–aligned programming. SRP has worked extensively with schools, school districts, and public agencies to coordinate assemblies, rodeos, and family-focused education efforts that require careful scheduling, adherence to school protocols, and compliance with public funding requirements. This experience is directly applicable to ATP Non-Infrastructure programs that include student and family engagement as core outputs and ensures that school-based activities are delivered efficiently and documented accurately.



## **VRPA – Local and Place-Based Community Engagement**

(37 year’s experience)

VRPA contributes experience in localized outreach, partner coordination, and community activation in support of active transportation programs delivered in collaboration with public agencies. VRPA’s work has involved operating within municipal and regional program structures, supporting neighborhood-level engagement while aligning with broader agency goals, timelines, and documentation standards. This experience strengthens the team’s ability to deliver place-based engagement in Visalia’s project areas while maintaining consistency with ATP reporting and compliance requirements.

## **Mark Wall – ATP and Active Transportation Program Advisory and Delivery Support**

(40+ years of experience)

Mark Wall brings more than 40 years of experience in active transportation planning and program development and implementation. His background includes advising public agencies and project teams on non-infrastructure program design, interpretation of ATP-approved outputs, implementation feasibility, and documentation practices. As an advisor, Mark Wall supports alignment between approved scopes of work and real-world delivery, helping to reduce compliance risk and strengthen the defensibility of reported outcomes.

Overall our team composition leverages functional expertise required by the RFP:

- **Active Transportation Planning & Behavior Change:** Expertise in developing data-driven programs that lead to measurable mode shift and community health improvements.
- **Safe Routes to School (SRTS) Coordination:** Specialized expertise through the Safe Routes Partnership for school-adjacent programming, education, and family engagement events.
- **Community Outreach & Local Coordination:** Deep local knowledge and engagement capacity provided via VRPA Technologies and Mark Wall for authentic, place-based community connection.
- **Digital Engagement & Data Visualization:** Implementation and management of a multilingual platform for increased outreach, data collection, and mapping/geospatial functionality.
- **Grant Compliance & Reporting:** Management of State and Federal grant-funded projects, including adherence to DIR requirements, prevailing wage standards, and rigorous performance metric reporting for the CTC.

### **C.1.2 Governance Structure and Accountability**

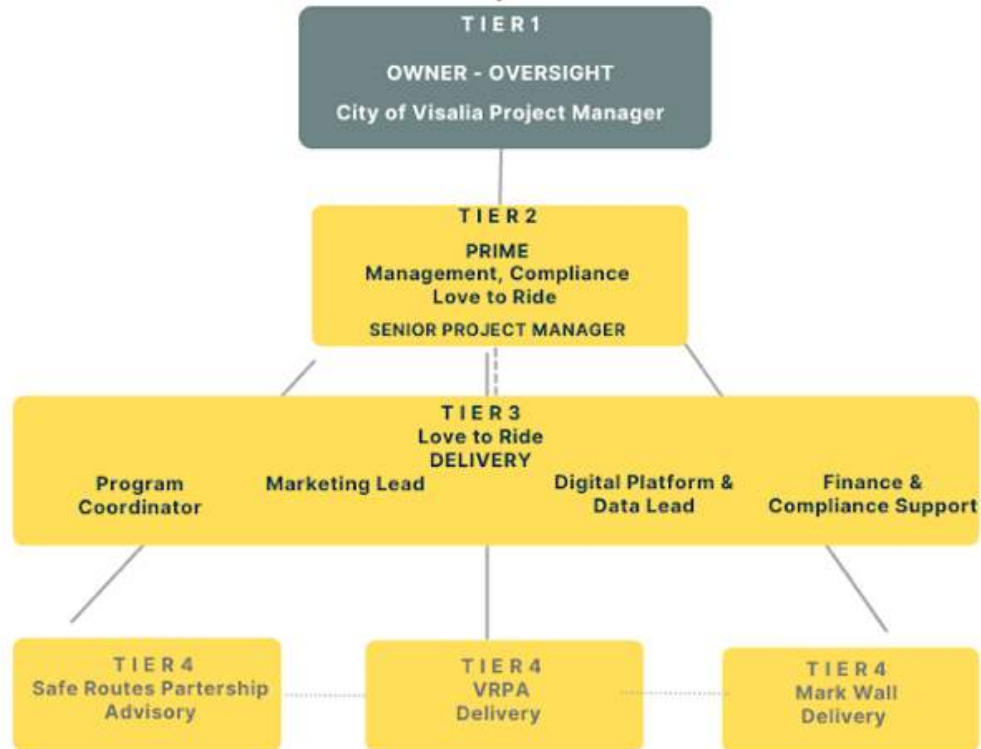
Project governance is organized into a three-tiered hierarchy to ensure clear authority, fiscal accountability, and compliance with California Transportation Commission (CTC) and Caltrans requirements. This structure establishes the City as the policy lead and Love to Ride as the Prime Consultant responsible for delivery and audit readiness.

**Table C.1: Tiered Governance**

Tier	Entity	Role in Governance, Reporting, and Coordination
Tier 1	City of Visalia	The City of Visalia retains ultimate authority over policy direction, ATP grant administration, and formal approvals. The City will designate a Project Manager/Contract Administrator to provide oversight, review deliverables, and coordinate approvals in accordance with ATP and City requirements.
Tier 2	Love to Ride	Love to Ride serves as the Prime Consultant and single point of accountability for program execution. Love to Ride is responsible for overall project management, internal team coordination, budget and schedule control, quality assurance/quality control, and compliance with California Transportation Commission (CTC), Caltrans, and City requirements.
Tier 3	Love to Ride - Delivery	Love to Ride’s internal delivery team supports this role and includes program and campaign delivery, digital platform and data management, marketing and communications, and finance and compliance support. All program activities, reporting, and coordination with subconsultants are managed through Love to Ride.
Tier 4	VRPA Technologies / Safe Routes Partnership / Mark Wall	Subconsultants and local partners provide specialized expertise and place-based delivery support under the direction and management of Love to Ride. Subconsultants do not contract directly with the City and operate within the scope, schedule, and quality standards established by the Prime Consultant.

# Team Organization

Management and Delivery Team for City of Visalia  
ATP Cycle 7 NI



## Governance Controls & Compliance

To maintain transparency, the project utilizes defined controls aligned with ATP guidelines:

- Formal Approvals: Documented checkpoints for all version-controlled deliverables.
- Contingent Activation: No work on Phase II or III proceeds without formal City and CTC authorization.
- Change Management: All scope, schedule, or budget adjustments require City-approved amendments.

### C.1.3 Scaled Staffing Model

To support the City of Visalia’s ATP Cycle 7 Program, we utilize a Scaled Staffing Model that mirrors project phases and authorization status. This 'right-sized' approach ensures fiscal efficiency during planning while providing a robust structure for full-scale implementation. Phase I was executed by a core team of four Love to Ride staff and specialized subconsultants; this configuration remains for Phase II (contingent on CTC approval) to translate outputs into an implementable work plan.

**Table C.1.a – Key Roles and Responsibilities by Phase**

<b>Tier</b>	<b>Role / Organization</b>	<b>Key Responsibilities</b>	<b>Phase I</b>	<b>Phase II</b>	<b>Phase III</b>
Tier 1	<b>City of Visalia – Project Management</b>	Policy oversight; ATP grant administration; review and approval of scopes, deliverables, and reporting submissions.	✓ Oversight	✓ Oversight	✓ Oversight
Tier 2	<b>Love to Ride – Senior Project Management (Prime Consultant)</b>	Single point of accountability; project management and direction; compliance leadership; budget and schedule control; QA/QC; coordination and direction of subconsultants and advisors; CTC and City reporting.	✓ Lead	✓ Lead	✓ Lead
Tier 3	<b>Love to Ride – Program &amp; Campaign Delivery</b>	Program strategy; encouragement and safety campaign design; communications planning; campaign execution; performance measurement and evaluation framework.	✓ Lead	✓ Lead	✓ Lead

Tier 3	<b>Love to Ride – Technical &amp; GIS Platform Management</b>	Oversight of digital engagement platform; campaign configuration and optimization; management of data outputs and mapped information to support reporting and planning needs.	N/A	✓ Ongoing	✓ Ongoing
Tier 4	<b>VRPA Technologies</b>	Place-based outreach coordination; stakeholder, school, and business outreach; coordination of project-area teams; logistical support for LCI-led activities; outreach documentation and participant tracking.	✓ Validation	✓ Outreach / Coordination	✓ Outreach / Coordination
Tier 4	<b>Mark Wall – League biking Instructor (LCI)</b>	Delivery of bicycle safety education for students and adults; bicycle demonstrations; community rides; bike trains and bike buses; activity-level documentation and participation counts. Managing other LCIs, local volunteers. Community engagement and education.	✓ Validation	✓ Advisory	✓ Coordination / Delivery
Tier 4	<b>Safe Routes Partnership</b>	School program design guidance; youth safety education validation; alignment with Safe Routes to School best practices and school calendars.	✓ Validation	✓ Advisory	

**Staffing Scale by Phase (Prime, Coordination, and Delivery)**

Category	Phase II – Post-CTC Approval	Phase III – Program Delivery	Primary Focus
Love to Ride – Prime Consultant	4	6	Project management and compliance; direction of subconsultants; ATP and CTC reporting; financial management; digital platform, data, and campaign delivery. Staffing increases during campaign design, launch, and reporting periods.
VRPA Technologies – Local Coordination	2	3	Place-based outreach coordination; school, business, and stakeholder engagement; logistical support for LCI-led activities; outreach documentation and participant tracking.
Delivery Team – Licensed biking Instructor (Mark Wall)	1	Scales with approved outputs: 1-5	Direct delivery of bicycle safety education (students and adults); demonstrations; community rides; bike trains and bike buses; activity-level documentation.
Total Active Team	7	10–15*	Coordinated Non-Infrastructure delivery, documentation, and reporting, scaled to approved outputs and delivery peaks.

\*Delivery team effort increases during campaign periods and SRTS-related activities (i.e. Bike Rodeos), consistent with approved output quantities.

### City Staffing Resource Estimates

Love to Ride programs are designed to be highly efficient with minimal impact on internal City resources. We manage day-to-day operations while collaborating closely with City staff for high-level approvals and oversight.

## Facilities and Office Locations

The proposed team operates through a combination of local and national offices, enabling Love to Ride to pair place-based delivery in Visalia with experienced program management and technical support.



### Love to Ride Facilities:

- **Project Management:** Love to Ride’s Project Manager is based in Austin, Texas and will provide day-to-day coordination. This includes scheduled site visits to Visalia to support City coordination, partner alignment, and key engagement activities.
- **Headquarters Support:** Program oversight, compliance, finance, marketing, and digital platform management are supported through Love to Ride’s U.S. headquarters in Atlanta, Georgia. Additional technical and product support is provided through the firm’s international offices.
- **Digital Infrastructure:** Love to Ride’s cloud-based engagement platform and data systems do not require City-provided office space or specialized facilities.

### Subconsultant Facilities

- **Local Support:** Local, in-person activities in Visalia will be supported by Fresno-based subconsultant VRPA and Mark Wall based in the City. VRPA will utilize its local offices and community facilities, including schools, community centers, and City-approved venues, to support meetings and engagement activities.

No additional facilities are required from the City of Visalia.

Note that approximately 40% of the hours on this project will be spent out in the community by our on-the-ground team, engaging the community, conducting training, visiting and working with schools, leading rides, etc.

## C.2 Project Management Approach

### Project Understanding & Strategic Approach

We understand that the City of Visalia is looking to streamline three separate state-funded grants into one clear, unified plan. Love to Ride's approach aims to reduce the burden on City staff with a robust project management approach and a flexible staffing team that updates the original grant goals to fit Visalia's needs today, making sure the program is both realistic and fully compliant.

### Phased Execution Strategy

Our management model aligns directly with the City's phased requirements to protect funding eligibility and ensure on-time delivery:

- Phases I & II (Refinement & Approval): We employ "Backward Planning" to meet California Transportation Commission (CTC) deadlines. Our team will finalize revised outputs by March 14, 2026, to ensure inclusion in the May 14, 2026, CTC meeting agenda.
- Phase III (Implementation): To maximize the grant performance period, we develop program assets during the approval window, allowing for an immediate launch once the Notice to Proceed (NTP) is issued.



### Reporting & Accountability

To support the City's administrative and audit requirements, we provide:

- Strategic Coordination: Regular check-ins focused on milestone progress, upcoming deliverables, and proactive risk mitigation.
- Audit-Ready Documentation: Monthly progress reports and invoices link every cost directly to a specific ATP output, facilitating seamless state reimbursement.
- Performance Transparency: The Love to Ride platform provides the City with real-time participation data and geographic coverage logs, ensuring all activities meet geographic and demographic targets.

## Our Internal Quality Standards

Before any report or invoice reaches your desk, it goes through our internal "clean-up" process:

- **The Senior Review:** Our Senior Project Manager personally reviews every technical output to ensure its polished, accurate, and 100% ATP-compliant.
- **Financial Integrity:** Our finance team cross-checks every charge against the approved Scope of Work, ensuring the City is always in a "ready-to-audit" position.
- **Labor & Compliance:** We take the headache out of DIR registrations and certified payroll, managing those details internally so your team can focus on the program's impact.

## Schedule Control & Strategic Milestones

Our project schedule is structured to ensure adherence to CTC meeting calendars and Caltrans District 6 preparation timelines.

<b>Project Milestone</b>	<b>Target Date</b>	<b>Compliance &amp; Risk Mitigation</b>
Output Refinement	Feb – Mar 2026	Technical Validation: Grounding proposed revisions in evidence-based data to ensure a defensible case for CTC amendment approval.
Final Filing Submission	Mar 14, 2026	Schedule Buffer: Finalizing all outputs to accommodate the technical review period required by Caltrans District 6 and the Office of Federal Resources.
CTC Approval Meeting	May 14, 2026	Responsive Coordination: Maintaining team availability to address technical inquiries from the Commission to ensure an uninterrupted transition to Phase III.
Program Launch	June 2026	Immediate Deployment: Activating program materials developed during the approval window to maximize the summer performance period and grant life cycle.

## Summary of Accountability

This management approach provides the City with clear, defensible documentation that maintains full ATP and CTC compliance. By utilizing our Scaled Staffing Model and established Governance Structure, we ensure timely reimbursement, successful grant administration, and final closeout for all three project areas.

## C.3 Key Personnel, Alignment, and ATP/CTC Expertise

The individuals listed below have been specifically selected for their expertise in ATP/CTC compliance, large-scale behavior change, and project accountability. This team is committed to the City of Visalia for the full duration of the contract, ensuring that the institutional knowledge gained during the refinement phases stays with the project through final closeout.



### Commitment to Project Continuity

We recognize that consistent leadership is vital for navigating the CTC's multi-year approval and implementation cycles. As required by this RFP, the team identified above—specifically the Senior Project Manager, Laura Cisneros—is fully committed to the City of Visalia for the entire duration of the project.

Individual	Project Role & Operational Function	Experience & Expertise	Tenure
CEO  Executive Sponsor	Executive Oversight: Final authority for prime consultant accountability; approves strategic revisions and major deliverables; ensures SB 1 and ATP grant compliance and high-level policy alignment.	National Strategy Lead: 20+ years directing transportation behavior change programs, intervention evaluation and reporting.	20+ Years
Senior Project Manager	Strategic & Day-to-Day Lead: Primary City liaison; directs scope refinement and output validation; manages all day-to-day subconsultant coordination,	California ATP Specialist: 8 years leading state-funded programs for Santa Cruz, San Diego, Sacramento, and Shasta County.	8 Years

Laura Cisneros	task scheduling, and LAPM Chapter 10 compliance.	Expert in navigating CTC amendment processes.	
Global Project Manager  Will Caiger	Implementation Manager: Oversees internal campaign delivery workflows; ensures performance metrics align with approved schedules; manages cross-team technical implementation.	Performance Expert: 5 years managing multi-phase AT programs. Specialist in translating complex grant outputs into actionable, data-driven campaign strategies.	5 Years
Technology Lead  Laurence Boon	GIS & Data Integrity: Manages geospatial boundaries and platform optimization; ensures data hygiene for reporting; maps corridor-specific participation to meet ATP standards.	Systems Specialist: 4 years optimizing digital engagement platforms for public-sector clients. Ensures all data meets ATP-NI geographic reporting standards.	4 Years
Program Coordinator  Olivia Wallis	Compliance Control: Manages documentation versioning; tracks campaign schedules; provides internal audit support for financial and invoice documentation.	Operations Specialist: 3 years managing compliance workflows and documentation for publicly funded programs, ensuring 100% audit readiness for grant closeouts.	3 Years

# **C.4 Project Approach, Scope of Work, City Participation**

## **C.4.1 Project Understanding and Approach**

### **Understanding the City's Needs**

Love to Ride understands that the City of Visalia requires an approach that effectively delivers its three ATP Non-Infrastructure grants-responding to current community conditions while maintaining alignment with the safety, equity, and accountability commitments approved by the California Transportation Commission (CTC).

#### **Our approach addresses two immediate needs:**

1. a clear, defensible refinement of the approved outputs for the Highland, Santa Fe Street, and Goshen project areas; and
2. a delivery strategy capable of implementing those outputs successfully over the life of the grants.

### **Integrated, Implementation-Ready Framework**

Drawing on national experience, California-specific ATP delivery, and local knowledge of Visalia's neighborhoods, schools, and corridors, Love to Ride establishes an implementation-ready framework that prioritizes feasibility, documentation, and long-term impact.

### **Platform-Enabled, Place-Based Delivery**

Delivery is structured through place-based model that pairs targeted in-person engagement with a scalable platform-enabled support, education and encouragement. Local insight informs where and how activities are sequenced, ensuring that safety education, Safe Routes to School efforts, community rides, and Bicycle Friendly Driver Training directly reinforce corridor safety goals and infrastructure investments.

### **Behavior Change and Safety Outcomes**

The program strategy is grounded in proven behavior change theory and focuses on reducing barriers, building confidence, and supporting repeat participation among new and occasional users. Coordinated in-person and digital delivery ensures consistent messaging, equitable access, and reliable tracking of participation and outcomes across all project areas.

## **Data, Documentation, and Accountability**

Love to Ride's digital platform supports planning-grade data collection and defensible documentation aligned with CTC reporting expectations, reducing administrative burden on City staff while strengthening program oversight and audit readiness.

## **Measurable, Compliant Results**

The result is a compliant, actively managed Non-Infrastructure program that leverages local knowledge as a force multiplier and delivers measurable outcomes tied directly to Visalia's ATP investments.

# **C.4.2 Phase I – Completed Work**

## **Approach to Revisions**

Love to Ride has completed Phase I of this project by preparing a complete, CTC-compliant set of revised ATP Non-Infrastructure outputs reflecting current implementation conditions following award of all three projects. Phase I revision work was completed as part of this proposal, consistent with the RFP and Addendum requirements.

**Our goal is to make the delivery of this project as easy as possible for the City of Visalia. To that end, we have drafted the copy the three Exhibit 25-D (one for each project area) that the city can review and edit as they see fit for submission to the CTC. You can find draft Exhibit 25-Ds in Appendix A.**

The revisions do not change project intent, goals, eligibility, geographic focus, or approved funding. All revised outputs remain fully eligible under the ATP Non-Infrastructure Program and maintain equivalent or improved community benefit. No budget is associated with Phase I work; budget estimates included in this proposal apply only to Phases II and III, which are contingent on CTC approval.

The City will submit the revised outputs and required LAPG exhibits for consideration at the May 14, 2026, CTC meeting. Final scopes, schedules, and fees for Phases II and III will be negotiated and executed following CTC approval, consistent with City procurement requirements.

# Scope Review Methodology and Rationale for Proposed Revisions

The proposed revisions to the Non-Infrastructure outputs and related budget assumptions for each project area were developed through a structured, delivery-focused review process. This process aimed to ensure that approved outputs remain feasible, effective, and compliant under current implementation conditions.

The CTC-approved Non-Infrastructure outputs, schedules, and budget assumptions were reviewed and amended to ensure that the program can be delivered successfully over the three-year project period. The review considered both conditions specific to each area and the practical implications of delivering all three ATP Cycle 7 projects concurrently.

The review methodology included the following steps:

- **Review of approved ATP materials**

The original Cycle 7 application, CTC-approved outputs, and supporting budget assumptions were reviewed to confirm continued alignment with ATP eligibility requirements, project intent, and performance expectations. This review provided the baseline against which feasibility, delivery risk, and program effectiveness were assessed.

- **Best practice and local partner consultation**

Discussions with practitioners who understand which activities work well in practice and constitute best practice — along with those that are less impactful or more difficult to deliver effectively — were incorporated into the review. Consultation with people delivering this work in Visalia helped ensure that proposed outputs reflect both national best practice and local delivery realities.

- **Verification of schools and corridor conditions**

School locations and attendance zones within and adjacent to each project area were mapped and verified to establish an accurate count of eligible schools. This verification informed adjustments to school-based Safe Routes to School education and encouragement outputs to better align with the number of eligible sites in each project area.

- **Assessment of delivery feasibility and implementation risk**

Careful consideration was given to how many of each output is appropriate for the project area to achieve the aims of the project and also be realistically delivered over the three-year period. Participation assumptions, volunteer reliance, weather sensitivity, local context, and national best practices were evaluated to identify outputs where adjustments would improve certainty of completion without reducing overall community benefit.

- **Review of program quality, safety, and incentive assumptions**

Incentive quantities, unit costs, and safety standards were reviewed to ensure that budgeted materials — such as bicycle locks and helmets — meet their intended safety and security purpose and reflect best-practice ATP Non-Infrastructure program delivery. These reviews

informed refinements to budget assumptions to improve program quality, safety outcomes, and accountability.

- **Evaluation of coordinated delivery across three projects**

Following the award of all three ATP Cycle 7 projects, opportunities for coordinated planning and more cost-effective delivery were reviewed for adjacent geographies and similar output types. This evaluation sought to reduce unnecessary duplication while maintaining clear accountability, reporting, and compliance for each individual grant.

This combined methodology and review process was used to develop both the revised output recommendations and the qualitative estimates of impacts on walking, bicycling, and safety presented in later sections of this document. All revised outputs remain eligible under the ATP Non-Infrastructure Program and preserve or improve the net benefits identified in the original application.

Detailed output-by-output rationale and supporting corridor school mapping are provided in Appendices A and B.

## Revisions - Project Area Context

### Alignment of Project Area Context – Goshen–Visalia Corridor

The Goshen–Visalia Corridor serves a historically auto-oriented community and was framed in the City’s ATP application as an equity and connectivity-focused investment emphasizing safety and readiness ahead of full infrastructure completion. Mode split data confirms high auto reliance, despite average trip lengths that suggest long-term potential for shorter active trips.

Prior to completion of improvements, much of the corridor functions as a higher-stress environment for bicycling. Engagement therefore prioritizes skills-building, safety education, and confidence development in lower-stress locations, particularly schools, which serve as anchors for early participation.

Revisions to Goshen’s Non-Infrastructure outputs reflect this emphasis by maintaining robust school-based education and encouragement while conservatively scaling activities dependent on weather, volunteer participation, or corridor-wide comfort. Phase III delivery applies defined project boundaries and targeted messaging to support data collection and project-specific reporting.

#### Revised Output Table - Goshen Visalia Corridor Connection Project

CTC Approved Output	Originally Approved Numbers	Revised Numbers for CTC Approval
Bicycle Skills Classes	32	32
Community Biking Challenges	8	8
Community Demonstrations / Events	10	10
Community Bike Rides	32	24
Community (line item #5 in sheet)	12	12
Afterschool Programs	10	4
Bike Rodeos (SRTS)	8	8
SRTS Encouragement Days	8	15
School Assemblies w/ ...	4	12
Schools w/ Bicycle Train Programs	2	2

A detailed explanation of the rationale behind each of the revised outputs is provided in **Appendix A**.

## Highland Project Area Context and Rationale for Output Revisions

The Highland project area is located within a citywide bicycling environment supported by the City of Visalia’s Safe Routes to School (SRTS) Master Plan. In its ATP Non-Infrastructure application, the City identified Highland as a school- and neighborhood-focused area, prioritizing youth safety and short local trips. The area’s flat topography, compact block structure, and school-adjacent land uses support this emphasis on short-distance, utilitarian travel that is most feasible for walking and bicycling.

Travel behavior data indicates continued reliance on private vehicles, and many neighborhood streets function as higher-stress environments for people walking and bicycling. Engagement strategies therefore prioritize skills-building, safety education, and confidence development in lower-stress and controlled settings—particularly school campuses and school-adjacent environments—where participants can build familiarity and comfort before transitioning to on-street riding. Because the Highland project area includes a limited number of elementary and secondary schools, school-based programming has been calibrated to realistic participation levels and delivery capacity.

While school-related and short local trips represent a subset of overall travel demand, they account for a meaningful share of trips most likely to contribute to incremental increases in walking and bicycling mode share. Prioritizing safety education, repeated exposure, and confidence development supports gradual changes in travel behavior over time, particularly for youth and families. The revised Non-Infrastructure outputs reflect this reality by aligning activity levels with achievable participation while maintaining a focus on measurable outcomes within the Highland project boundary.

Revisions to Highland’s Non-Infrastructure outputs emphasize school-year–aligned programming, scalable skills education, and activities with a high degree of delivery control. Outputs that rely heavily on volunteer participation, third-party coordination, or higher on-street comfort have been conservatively adjusted to ensure feasibility and accountability. Phase III delivery supports this approach through targeted outreach and platform-enabled participation and trip tracking within the Highland project area, enabling consistent documentation of engagement levels, trip characteristics, and active transportation participation over the course of the project.

### Revised Output Table - Highland Community Connectivity Project

<b>CTC Approved Output</b>	<b>Originally Approved Numbers</b>	<b>Revised Numbers for CTC Approval</b>
Bicycle Skills Classes	20	20
Community Biking Challenges	8	8
Community Demonstrations / Events	2	6
Community Bike Rides	32	24

Community (line item #5 in sheet)	12	12
Afterschool Programs	10	4
Bike Rodeos (SRTS)	32	8
SRTS Encouragement Days	32	18
School Assemblies w/ ...	4	6
Schools w/ Bicycle Train Programs	4	2

## Project Area Output Revisions and Rationale – Santa Fe

### Project Area Context

The Santa Fe Street corridor is identified in the City’s ATP application as a visibility and demonstration corridor, emphasizing safety awareness and phased adoption as infrastructure improvements come online. Existing conditions remain auto-oriented, with traffic volumes and intersections contributing to higher-stress conditions for walking and bicycling.

The project area includes a limited number of schools, making high-volume school-based programming impractical. Engagement therefore emphasizes scalable, controllable activities such as bicycle skills education, community challenges, outreach, and demonstration events, while calibrating school-dependent programs to realistic capacity.

Revisions to Santa Fe’s Non-Infrastructure outputs reflect this approach. Phase III delivery supports targeted corridor-adjacent engagement, platform-enabled tracking, and project-specific reporting aligned with evolving corridor conditions.

### Revised Output Table - Santa Fe

CTC Approved Output	Originally Approved Numbers	Revised Numbers for CTC Approval
Bicycle Skills Classes	32	32
Community Biking Challenges	8	8
Community Demonstrations / Events	10	10
Community Bike Rides	32	24
Community (line item #5 in sheet)	12	12

Afterschool Programs	5	1
Bike Rodeos (SRTS)	10	2
SRTS Encouragement Days	32	9
School Assemblies w/ ...	5	5
Schools w/ Bicycle Train Programs	4	1

### **Phase I Conclusion**

Phase I, as required by this RFP, is complete and provide CTC-compliant revised ATP Non-Infrastructure outputs for ready submittal for CTC consideration. These revisions preserve the approved intent and eligibility and establish the foundation for post-approval Phases II and III.

Draft Exhibit 25-Ds for each project area can be found in Appendix A.

### **C.4.3 Phase II - Post-CTC Approval Implementation (Contingent Work)**

As required under Phase I, Love to Ride has prepared and submitted draft Phase II and Phase III materials, including preliminary scopes of work, schedules, and anticipated service categories, as part of this proposal. These materials are provided for City and CTC review only and are intended to demonstrate implementation readiness and alignment with ATP requirements.

All Phase II and Phase III materials submitted under Phase I are preliminary and contingent and do not represent final scopes, fees, schedules, or contractual commitments. Final refinement and confirmation will occur during Phase II, following CTC approval of the revised Non-Infrastructure outputs and in coordination with the City.

#### **Task 1 – Scope and Fee Proposal for Post-Approval Work**

As required by the RFP, Love to Ride has included a preliminary Phase III scope of work, implementation approach, and planning-level fee information with this proposal for City and CTC review. Fee information is submitted under separate cover in accordance with the RFP.

Following CTC approval of the revised outputs, Love to Ride will coordinate with the City and subconsultants to finalize the Phase III scope of work, fee, schedule, and deliverables in alignment with ATP eligibility requirements, approved outputs, and grant timelines. The finalized scope and fee will be incorporated into the executed agreement.

#### **Task 2: Preliminary Schedule for Implementation Phase**

The preliminary schedule below outlines the anticipated post-approval implementation timeline for the City of Visalia's ATP Cycle 7 Non-Infrastructure programs. The schedule is aligned with the anticipated California Transportation Commission (CTC) approval date of May 14, 2026, and the implementation timelines established in the approved ATP grant applications. Phase I output revisions are completed as part of this proposal and are not included as post-approval activities. Following CTC approval, the detailed Phase III implementation plan and final schedule will be refined in coordination with the City, consistent with approved outputs and CTC requirements. The schedule identifies key milestones for startup, implementation, progress reporting, and completion.

## Task 2: Preliminary Schedule for Implementation Phase

Milestone / Phase	Anticipated Timing	Description
CTC Approval (Context)	May 14, 2026	Anticipated California Transportation Commission approval of revised ATP Non-Infrastructure outputs. Phase I revisions are completed and submitted as part of the proposal and are not scheduled as post-award activities.
Startup & Phase II	May–June 2026	Contract execution following CTC approval; project kickoff; confirmation of roles, coordination procedures, QA/QC processes, and reporting cadence; identification and confirmation of key stakeholders and delivery partners; finalization of the Phase III implementation workplan in coordination with City staff and local partners.
Phase III Program Launch	June 2026	Initiation of Phase III Non-Infrastructure program delivery consistent with the approved ATP grant timelines, including platform configuration, outreach coordination, and preparation for campaign-based and ongoing program activities.
Ongoing Program Implementation	Years 1–3 (per grant timeline)	Delivery of Phase III activities in alignment with the approved ATP grant schedules, including campaign-based encouragement programs, community outreach and education, Safe Routes to School coordination, Bicycle Friendly Driver Training, and continuous digital engagement and data collection.
Progress Reporting	Monthly and Campaign-Based	Ongoing progress reporting to the City in accordance with CTC reporting guidelines, including monthly status updates, quarterly reports, campaign-specific participation and outcome summaries, and documentation supporting ATP accountability and compliance requirements.
Annual Review & Adjustment	Annually	Annual review of implementation progress and outcomes to inform refinements to subsequent program cycles, consistent with approved outputs and ATP guidance.
Program Completion & Closeout	End of Phase III (per grant timeline)	Completion of all Phase III Non-Infrastructure activities in accordance with the ATP grant schedule, including final reporting and documentation required for project closeout.

### **Task 3 – Project Management Plan**

In accordance with Section III.C, Phase II, Task 3 of the RFP, Love to Ride will deliver this project under the direction of a Senior Project Manager, who serves as the City’s primary point of contact and single point of accountability for scope, schedule, budget, and compliance. The Senior Project Manager oversees day-to-day coordination, subconsultant management, quality control, and CTC-aligned reporting to ensure all work remains consistent with approved ATP outputs.



Project management is implemented through the governance structure, staffing model, and phased delivery approach described in Sections C.1–C.3. Love to Ride manages internal workflows and documentation while coordinating with City staff at defined approval points. Reporting, documentation, and communication practices will align with City and CTC requirements, with integration into City-preferred systems where applicable, ensuring transparent oversight and audit-ready records throughout the project.

### **Task 4 – Project Management and Reporting**

Following execution of the post-approval agreement, Love to Ride will provide ongoing project management and reporting support throughout Phase III. This includes coordination with the City’s Project Manager, regular progress meetings, preparation of progress reports and invoices, and maintenance of documentation required for ATP compliance. Reporting will be conducted in accordance with CTC reporting guidelines and will draw from platform-based participation data, campaign results, and documented in-person activities, culminating in final Non-Infrastructure reporting at project closeout.

### **Phase II Conclusion**

Upon completion of the Phase II tasks described above, the City and Love to Ride will have an approved scope, schedule, and management framework in place to support timely and compliant Phase III Non-Infrastructure program delivery following CTC approval.

## **C.4.5. Phase III – Program Delivery and Implementation (contingent work)**

### **Delivery Framework: How Love to Ride Delivers the Approved Scope**

Phase III implementation is delivered through a platform-enabled, place-based framework that integrates campaigns, outreach, safety education, community feedback, and documentation into a coordinated system of delivery. The Love to Ride digital platform and mobile app serve as the central system for engagement, communication, and reporting, including the collection of participant feedback related to comfort, safety, and riding conditions. Rather than treating each Non-

Infrastructure activity as a standalone task, Love to Ride deploys the approved scope through a shared operating model that ensures activities are appropriately timed, targeted, reinforced, and documented across all project areas.

This framework reflects how Love to Ride has successfully delivered ATP-aligned Non-Infrastructure programs in California and nationally and is designed to support consistency, compliance, and measurable outcomes over the life of the grants.

## **Campaigns as the Organizing Delivery Structure**

Campaigns serve as the primary organizing structure for Phase III delivery. Each campaign defines the timing, audience focus, messaging, and documentation window for multiple approved outputs, including community outreach, bicycle safety education, Safe Routes to School (SRTS) activities, Bicycle Friendly Driver Training (BFDT), and the collection of community feedback.

Campaign cycles provide:

- Defined engagement windows for concentrated outreach, participation, and feedback
- Sequenced promotion before, during, and after campaigns using the Love to Ride platform and mobile app
- Consistent documentation periods for tracking outputs, participation counts, and community input

## **Place-Based Targeting by Project Area**

Delivery is structured around the Highland, Santa Fe Street, and Goshen project areas using established geo-fences. Place-based targeting enables Love to Ride to:

- Direct outreach, messaging, safety education, and feedback prompts to participants within each project area through the platform and mobile app
- Tailor engagement based on corridor characteristics, schools, and community context
- Document participation and community feedback by project area to support ATP reporting and planning use.

## **Community Feedback and Targeted Engagement**

Community feedback is collected through multiple complementary vehicles to ensure broad participation and accessible input. Feedback vehicles include:

- Anonymous online and in-app surveys and prompts

- In-app route comfort and incident reporting
- Direct email outreach and follow-up
- In-person surveys and interviews conducted at community events and activities

All feedback is summarized at an aggregate level to support defensible reporting and planning-level analysis.

**Targeted engagement tools are used to:**

- Prompt participation and feedback through announcements, email outreach, and app-based notifications
- Re-prompt individuals who have not responded during active delivery periods
- Reinforce key safety and behavior messages for participants who have engaged

**Integration of Safety Education, SRTS, and Feedback**

Bicycle safety education, SRTS activities, and community feedback collection are integrated within the broader delivery framework rather than delivered as isolated efforts. Safety education content and BFDT promotion are surfaced through the Love to Ride platform and mobile app during campaigns, while feedback tools are used to capture participant experience related to school routes, family riding conditions, and perceived safety near schools.



SRTS delivery is coordinated through school profiles and family-facing tools, supporting youth safety education, family participation, and school-specific feedback aligned with campaign schedules.

**Coordinated Digital and In-Person Delivery**

Phase III delivery pairs Love to Ride’s digital platform and mobile app with in-person activities led by local partners. The platform and app serve as the primary systems for promotion, registration, communication, feedback collection, and documentation, while in-person activities provide visibility, trust-building, and hands-on engagement.

## **C.4.6 Scope of Work**

### **Task 1 Campaign Planning**

#### **Campaign Planning and Delivery Approach**

Leveraging the capabilities described in the Delivery Framework, Love to Ride will develop coordinated campaign plans to guide Phase III delivery of the CTC-approved Non-Infrastructure outputs identified in Attachment G. Campaign planning will be anchored by the Love to Ride Visalia website (the Site), which serves as the community-facing front end of the engagement platform and the primary vehicle for campaign promotion, participation tracking, and ATP-compliant documentation.

The Site will be configured with geotargeted boundaries that include: (1) a citywide boundary inclusive of the Goshen community, and (2) discrete project-area boundaries for Highland, Santa Fe Street, and the Goshen–Visalia Corridor, to be finalized in coordination with City staff following approval. This structure supports both community-wide engagement and project-level accountability.

Campaigns will be seasonally sequenced to provide sustained encouragement throughout the year, with an emphasis on foundational rider confidence, skills, and comfort as precursors to regular bicycling for everyday transportation. Campaign planning will explicitly account for variation in rider experience, perceived traffic stress, and corridor conditions across project areas to ensure that proposed activities are feasible, targeted, and aligned with approved output quantities.

As part of campaign planning, Love to Ride will define how digital campaign components and complementary in-person activities are coordinated during implementation, while reserving specific delivery methods for subsequent Phase III tasks. Planning outputs will consist of implementation-ready campaign frameworks that support consistent delivery, transparent oversight, and defensible CTC reporting following Notice to Proceed.

#### **Proposed Annual Campaign Structure**

Love to Ride recommends three annual campaigns to establish a consistent, behavior-change-driven program rhythm while responding to seasonal riding patterns.

Two community-wide campaigns will be scheduled during higher-participation months and designed to engage organizations and schools. These campaigns leverage team-based participation and institutional partners to recruit new and occasional riders, normalize bicycling as a transportation option, and efficiently deliver education, encouragement, and data collection at scale.

A third campaign in December will focus on individual rider safety and encouragement, when participation is more personal and conditions present higher risk. This campaign emphasizes short trips, visibility, and safety skills to support rider confidence during lower-daylight months while continuing to generate meaningful safety and network feedback.

## **Annual Campaign Calendar**

- Bike Month (May)
- Walk & Biketober (October)
- Winter Wheelers (December)

## **Campaign Components and Documentation**

Each campaign will include the development and delivery of the following core components, structured to align with ATP reporting requirements.

### Campaign Project Plan

A tactical plan defining:

- Launch and promotion timelines
- Target audiences, partners, and influencers
- Outreach and communication strategies
- Milestones and performance tracking measures

## **Community Engagement and Documentation**

Targeted strategies to engage:

- Project-area schools, organizations, and businesses
- Identified community stakeholders

Each campaign will generate a summary documenting:

- Total participation and organization participation
- Participation by project area
- Engagement with priority populations
- Outreach logs and activity records

## **Platform- and Campaign-Centered Delivery**

Campaigns will be planned and delivered through the Love to Ride Visalia platform, which serves as the central hub for engagement and documentation, including:

- Community-facing campaign pages with aggregated participation metrics, challenges, and leaderboards
- Individual, school, employer, and organization profiles to support peer encouragement
- Partner-facing dashboards and data exports to document approved outputs and performance measures
- Integration of in-person activities—such as safety workshops, school programs, and community events—as campaign-supported components

## **Behavior Change, Safety, and SRTS Integration**

Campaigns will apply evidence-based behavior change methods, including audience segmentation, targeted encouragement, and gamified challenges, to support new and occasional riders. Bicycle safety education will be incorporated as a core campaign component through digital content, in-person workshops, and documented participation aligned with approved outputs.

Safe Routes to School (SRTS) activities will be integrated through Walk and Ride to School campaigns, including youth safety workshops, family engagement challenges, and school-specific profiles. All SRTS activities will be documented in alignment with approved outputs and ATP reporting requirements.

## **Privacy, Coordination, and Evaluation**

Campaign delivery will respect participant choice and privacy through voluntary participation, non-GPS options, and the use of aggregated, anonymized data for reporting.

Love to Ride will coordinate with the City and project partners to identify key stakeholders by project area and support periodic coordination touchpoints before, during, and after campaigns. This approach strengthens local capacity, supports continuous improvement, and maintains alignment with approved outputs and City priorities.

For each campaign, Love to Ride will track KPIs aligned with ATP requirements, including participation by project area, transportation-related trips, safety and SRTS participation, and school and employer engagement. Results will be summarized through required progress reports using platform data, surveys, manual reporting, and documented in-person attendance.

## Task 2 – Community Outreach, Engagement, Education

Love to Ride will deliver coordinated community outreach and education activities that expand participation in active transportation, strengthen bicycle safety and confidence, and generate documented community feedback aligned with approved ATP Non-Infrastructure outputs. Task 2 activities are delivered through the Phase III delivery framework, combining campaign-based digital engagement with place-based, in-person programming across the Highland, Santa Fe Street, and Goshen project areas.



### Community Outreach - Community-Led and Digitally Supported

Our outreach strategy is that community outreach is delivered through a balanced model that pairs Love to Ride’s digital platform and mobile app with in-person, community-led engagement. Digital tools support coordination, communication, feedback collection, and documentation, while project-based in-person teams support local activities remain central for trust-building, relationship development, and participation among communities that prefer or require non-digital engagement.

Participation in digital tools is voluntary. Love to Ride does not require GPS tracking, and individuals may participate through manual reporting or in-person activities without creating digital profiles. This approach respects participant privacy and acknowledges that some populations are sensitive to tracking technologies or prefer low-barrier participation options.

### Outreach, Marketing, and Promotion

Each campaign is supported by a complete, customized marketing and promotions package designed to reach priority audiences and support participation across delivery channels. Campaign-specific outreach includes:

- Branded social media and print materials tailored by audience and project area.
- Geotargeted announcements, email outreach, and app-based notifications aligned with the Highland, Santa Fe Street, and Goshen project areas to ensure messages are locally relevant.
- Targeted messaging sequenced by campaign phase (pre-campaign, active delivery, and follow-up) to support recruitment, participation, and reinforcement.
- Multilingual outreach materials and translated content to reduce participation barriers.
- Partner-ready toolkits - including flyers, posters, social media assets, employer tools, presentations, and short-form digital content-to extend reach through trusted local channels.

Marketing and promotion are coordinated with in-person activities so that digital outreach reinforces, rather than replaces, community presence. All marketing, promotional, and outreach materials will be developed in coordination with the City and project partners and will be subject to City review and approval prior to public release, consistent with applicable branding, accessibility, and ATP program guidelines.

## Outreach and Education Activities

Outreach and education activities will include:

- Community-led rides and demonstrations designed to build rider comfort and introduce local routes.
- Bicycle safety education workshops and pop-up events delivered in coordination with local partners.
- School-based Safe Routes to School (SRTS) activities, including assemblies, family events, bike buses, and walk-and-roll activities.
- Distribution of multilingual educational and promotional materials through schools, community organizations, and events.
- Embedded project-area–based delivery teams that combine local outreach coordination, bicycle safety education, and trusted community partnerships.

Participation in in-person activities is documented through attendance logs, brief surveys, and optional digital check-ins to support ATP-compliant tracking.

## Community Feedback Collection

Community feedback is embedded into outreach and education activities to capture participant experience and planning-relevant insight. Feedback tools include brief, accessible surveys delivered digitally or in person to collect information on:

- Rider comfort and confidence
- Perceived safety and route conditions
- Barriers to participation and opportunities for improvement



Where appropriate, feedback prompts are geotargeted by project area or corridor to support location-specific insights while maintaining participant anonymity. Results are summarized at an aggregate level to support documentation, evaluation, and planning use.

## **Safe Routes to School (SRTS) Outreach**

SRTS outreach is delivered through Love to Ride's Walk and Ride to School programming and aligned with campaign schedules and school calendars. Activities focus on youth safety education, family engagement, and demonstration of safe school connections. School profiles support participation tracking and school-level feedback summaries for reporting.

## **Documentation and Reporting**

All outreach, education, marketing, and feedback activities under Task 2 are documented through the Love to Ride platform and supplemented with documented in-person records. Documentation includes participation counts, event tallies, outreach records, and aggregated, location-aware feedback related to safety, comfort, and barriers, supporting approved Non-Infrastructure outputs and required progress reporting.

## **Task 3 - Bicycle Friendly Driver Training**

Love to Ride existing Bicycle Friendly Driver Training (BFDT) that will be delivered as a coordinated campaign-supported safety activity throughout Phase III. Training will be promoted citywide through the Love to Ride platform and marketing channels, integrated with school- and community-based outreach, and reinforced through targeted safety messaging focused on school zones and Safe Routes to School priorities. Delivery will include digital training modules, promotional and point-of-sale materials, and documented participation aligned with approved ATP outputs.

## **Task 4 - Promotion Content Development**

Love to Ride will develop and manage outreach and campaign materials to support all program components, building on the marketing and communications framework described earlier in this proposal. Promotional content will be designed to reinforce campaign participation, safety education, and behavior change outcomes across all project areas.

Materials will apply proven behavioral science and nudge theory principles to encourage workplace-, school-, and team-based participation, and will incorporate campaign visuals such as maps, trip summaries, and aggregated heat maps to demonstrate program impact and reinforce social norms.

All promotional materials will be produced in English and Spanish, with additional languages provided as appropriate based on community needs, consistent with Love to Ride's multilingual platform and outreach approach.

## Task 5 Data Collection and Digital Platform

Love to Ride will provide and manage a multilingual digital platform and mobile application that serves as the backbone for Phase III engagement, behavior change programming, and ATP-compliant data collection. The platform is designed specifically for Active Transportation Non-Infrastructure programs and is used by jurisdictions across California to support participation, safety education, and planning insight.

The platform enables residents to register, participate in campaigns, and receive targeted encouragement to begin riding or increase riding frequency. Engagement is driven by proven behavior change strategies, including audience segmentation, personalized nudges, and social reinforcement through individual, school, employer, and organization-based challenges hosted on the Love to Ride Visalia website.



The platform will collect aggregated rider, trip, demographic, and behavioral data through voluntary participation, surveys, and in-app prompts. Planning-focused features include customizable dashboards, self-service reporting, and geospatial tools such as route comfort ratings and aggregated heat maps to support infrastructure evaluation and program oversight.

All platform components—including the website, mobile application, communications, and surveys—will be available in English and Spanish, with additional languages supported as appropriate. Platform use, data collection, and reporting will align with approved ATP outputs, City privacy expectations, and CTC reporting requirements.

**Please see ‘Appendix C – Digital Tools’ to learn more about how the Love to Ride platform, including our app, mapped data dashboard, community- and school-based challenges work.**

## Phase III Delivery - NI Outputs, Deliverables, and Responsibilities

Task	Subtask	Digital Delivery / In-Person Delivery	NI Outputs	Deliverables	Responsible
Campaign Planning	1.1	Digital: Configure campaigns; activate individual, business, school, and organization profiles; publish announcements and challenges. In-person: Campaign branding applied to in-person activities and outreach.	Community campaigns	Campaign plans; configured platform campaigns; active profiles; announcement records	Love to Ride
	1.2	Digital: Maintain year-round profiles; schedule seasonal campaigns and announcements. In-person: Align campaign timing with community and school calendars.	Annual NI schedule	Campaign calendar; seasonal sequencing plan	Love to Ride
	1.3	Digital: Segment profiles by rider type and geography; track KPIs and metrics. In-person: Incorporate insights from in-person participation and feedback.	Performance measures	KPI framework; rider segmentation summary	Love to Ride; Mark Wall

Outreach & Education	2.1	Digital: Use organization, school, and business profiles; publish outreach announcements. In-person: Partner-led outreach, Safe Routes events, and field activities.	Community outreach	Contact lists; outreach logs; announcement records	Love to Ride; VRPA
	2.2	Digital: Promote rides; manage registration and reminders. In-person: Facilitate and deliver community rides.	Community rides	Attendance counts; ride summaries; feedback logs	VRPA; Love to Ride
	2.3	Digital: Deploy surveys and in-app prompts. In-person: Collect in-person and post-event feedback.	Community input	Survey results; comfort and confidence tallies	Love to Ride / VRPA / Mark Wall
	2.4	Digital: Promote SRTS activities; manage school profiles and challenges. In-person: Deliver school assemblies, workshops, and family events.	Safe Routes activities	School participation counts; event tallies	VRPA; Love to Ride
Driver Training	3.1	Digital: Promote BFDT via announcements and profiles. In-person: Distribute POS driver safety materials, including DMV flyers.	Driver safety education	Training schedules; promotion records; POS materials	Love to Ride

	3.2	Digital: Deliver BFDT via mobile app and online modules. In-person: Instructor-led or facilitated sessions where applicable.	BFDT sessions	Completion counts; digital participation records	Love to Ride; Mark Wall
	3.3	Digital: Reinforce driver safety through campaigns and in-app messaging. In-person: Reinforcement through partner-led education and materials.	Driver safety outreach	Engagement metrics; outreach summaries	Love to Ride
Content & Materials	4.1	Digital: Host and distribute digital safety and encouragement materials. In-person: Print and distribute materials at events and schools.	Safety & Safe Routes materials	Materials inventory; digital and physical assets	Love to Ride; Mark Wall
	4.2	Digital: Deliver multilingual content digitally via profiles. In-person: Distribute translated printed materials.	Multilingual outreach	Language counts; distribution records	Love to Ride
	4.3	Digital: Generate maps, heatmaps, and visuals from aggregated data. In-person: Use visuals in meetings and community presentations.	Mapping outputs	Maps; data summaries	Love to Ride

Data & Reporting	5.1	Digital: Maintain active profiles and participation tracking. In-person: Capture participation from in-person activities.	Digital platform	Active profile counts; participation summaries	Love to Ride
	5.2	Digital: Collect trip and demographic data digitally. In-person: Manual reporting and attendance tallies.	Usage data	Trip counts; demographic summaries	Love to Ride
	5.3	Digital: Produce dashboards and exports for ATP reporting. In-person: Integrate documented in-person activity records.	NI reporting	Campaign reports; output tallies	Love to Ride
	5.4	Digital: Provide online training and admin tools for City staff. In-person: Facilitated training as needed.	Admin support	Training records; support logs	Love to Ride
	5.5	Digital: Track schedules, documentation, and reporting. In-person: Coordination meetings and close-out activities.	Grant compliance	Progress reports; final NI documentation	Love to Ride

## Section D - Related Experience

Love to Ride has delivered non-infrastructure active transportation programs for cities, MPOs, and regional agencies across the U.S. that are comparable in scope, funding structure, and compliance requirements to the City of Visalia's ATP Cycle 7 projects. Our experience includes ATP-funded and federally assisted programs requiring defined outputs, multi-year delivery, school-based education, community engagement, data reporting, and coordination with local partners.

In California specifically, we have worked in the following areas, which span small cities to large metropolitan areas to more rural communities.

- Santa Cruz
- Shasta County
- Ventura
- The Bay Area
- Sacramento
- San Diego



### **Santa Cruz, CA**

#### **Long-Term ATP Non-Infrastructure Program Delivery**

Client: Ecology Action (on behalf of the Regional Transportation Planning Agency)

Funding Source: California Active Transportation Program (ATP) – Non-Infrastructure

Program Duration: Since 2018 (9 years)

#### **Project Overview**

Since 2018, Love to Ride has served as the long-term program backbone for Santa Cruz's ATP-funded non-infrastructure efforts, supporting Ecology Action in delivering sustained, community-wide bike encouragement and safety programming on behalf of the RTPA. The program has operated continuously across multiple ATP cycles, maintaining consistency while evolving to support changing community needs and data expectations.

#### **Role of Love to Ride**

Love to Ride provided an integrated, platform-enabled delivery model combining digital engagement, in-person activation, program management, and ATP-aligned reporting. Rather than functioning as a one-time campaign vendor, Love to Ride supported ongoing program delivery, ensuring continuity, scalability, and accountability over nearly a decade of implementation.

## Program Components

- Annual Bike Month and Biketober campaigns as consistent community engagement anchors
- Employer-based outreach supporting workplace participation and TDM objectives
- School-connected engagement and encouragement activities
- Digital platform supporting participant registration, trip logging, surveys, and evaluation
- Introduction of planning and data tools beginning in 2024 to support evolving agency needs

## Outcomes and Impact

Between 2020 and 2025, the Santa Cruz program demonstrated sustained growth and increasing transportation relevance. Total participation increased 78 percent, from 860 to 1,531 riders. Transportation trips increased 232 percent, from 2,595 to 8,612 trips. Transportation miles increased 159 percent, from 15,097 to 39,070 miles. Occasional rider participation increased 96 percent, a key indicator of mode shift potential. Participating workplaces increased 324 percent, from 79 to 335, reflecting deepening employer engagement.

These results show the program’s evolution from an event-based encouragement effort into a transportation-focused behavior change tool aligned with ATP goals.



## Compliance and Reporting

Love to Ride supported ATP Non-Infrastructure compliance through structured evaluation reports, standardized surveys, and documented outcomes suitable for agency and funder review. Program delivery and reporting were managed by Love to Ride’s project management and delivery teams, minimizing administrative burden on agency staff while maintaining accountability.

## Relevance to Visalia

Santa Cruz demonstrates Love to Ride’s ability to expand the reach and impact of established active transportation programs through long-term, ATP-compliant delivery. The project highlights sustained engagement, increasing transportation outcomes, strong employer participation, and scalable reporting, directly applicable to Visalia’s multi-project, multi-year ATP Non-Infrastructure implementation needs.

## **Houston–Galveston Region, TX**

### **Regional Active Transportation Program Delivery with MPO, State, and Federal Funding**

Client: Houston-Galveston Area Council (H-GAC)

Funding Source: MPO-administered state and federal transportation funds

Program Duration: Ongoing (multi-year)

### **Project Overview**

Love to Ride delivers large-scale, regional active transportation programming across the Houston–Galveston region in partnership with the Houston-Galveston Area Council (H-GAC). The program operates within a complex MPO environment involving multiple jurisdictions, major public agencies, and state and federal funding requirements. Love to Ride supports H-GAC by providing a scalable engagement and data platform capable of meeting rigorous reporting, documentation, and compliance expectations across the region.

### **Role of Love to Ride**

Love to Ride serves as the program delivery, data, and reporting backbone for regional bike encouragement initiatives, including Bike the Gulf and Biketober. Working within MPO-led governance structures, Love to Ride coordinates participation across cities, counties, state agencies, and major institutions, while managing campaign execution and producing evaluation outputs suitable for MPO, state, and federal review. This role requires ongoing compliance with multiple, overlapping MPO, state, and federal reporting frameworks, while supporting diverse local partners operating under different procurement, documentation, and accountability requirements.

### **Program Components**

- Regional Bike the Gulf platform serving the Houston–Galveston area
- Annual Biketober and complementary encouragement campaigns
- Engagement across municipalities, counties, state agencies, and major institutions
- Workplace-based participation spanning public agencies, universities, healthcare systems, and private employers
- Digital platform supporting trip logging, transportation classification, surveys, and evaluation
- In-platform route ratings and anonymized safety and incident feedback, generating planning-grade insights into rider comfort, route quality, and safety conditions
- Ongoing expansion of mapped route data across the urban core and surrounding areas

## **Outcomes and Impact**

Houston's program demonstrates transportation behavior change and data maturity at regional scale. Recent end-of-year results include a regional database of 2,317 riders, including 576 new riders, and participation from 209 workplaces. More than 2.16 million miles and over 143,000 trips have been logged across the region.

Transportation relevance is a defining outcome of the program. Approximately 43 percent of all logged trips are transportation trips, reinforcing cycling's role in everyday travel rather than solely recreational use. New rider participation is gender-balanced, and new users span new, occasional, and regular riders, supporting both rider recruitment and the generation of consistent, high-quality network data. Post-challenge evaluation shows that 69 percent of new riders reported cycling more regularly three months after participation, and 27 percent of all riders increased how often they were cycling.

Participant-generated route ratings and safety feedback have expanded mapped coverage across the Houston central business district and surrounding areas, providing planners with insights into commuter corridors, rider comfort, and infrastructure gaps beyond what traditional counts or crash data alone provide.

## **Compliance and Reporting**

Love to Ride supports complex MPO, state, and federal compliance requirements through structured evaluation reports, multi-year documentation, standardized methodologies, mapped route ratings, and documented safety feedback designed to remain defensible across funding programs, jurisdictions, and audit contexts. Program delivery and reporting are managed by Love to Ride's project management and technical teams, reducing administrative burden for MPO staff while maintaining consistent, auditable outcomes.

## **Relevance to Visalia**

Houston demonstrates Love to Ride's ability to operate within highly complex funding, reporting, and governance environments, coordinating multiple jurisdictions under MPO, state, and federal oversight. This experience directly translates to Visalia's multi-project ATP Non-Infrastructure program, where concurrent grants, compliance rigor, and integrated reporting are critical to successful delivery.

## Shasta County, CA

### ATP Non-Infrastructure Program Delivery in a Small / Rural Context

**Client:** Healthy Shasta / Shasta County

**Funding Source:** California Active Transportation Program (ATP) – Non-Infrastructure (with complementary public health funding)

**Program Duration:** 2019–Present

### Project Overview

Love to Ride has supported Shasta County since 2019 as a long-term delivery partner for ATP-aligned, non-infrastructure active transportation programs. The program demonstrates how consistent, right-sized engagement can build participation, generate defensible outcomes, and maintain compliance in a predominantly rural county with limited local staff capacity.

### Role of Love to Ride

Love to Ride served as the primary platform, program management, and reporting partner, working in collaboration with Healthy Shasta to deliver annual Bike Month, Biketober, and Cycle September programs. Love to Ride provided the digital infrastructure, campaign design, behavior change framework, and evaluation reporting required to sustain the program year over year.

### Program Components

- Annual countywide Bike Month campaigns
- Supplemental Cycle September and seasonal encouragement programs
- Workplace-based engagement across public agencies, healthcare, education, and private employers
- Digital platform supporting participant registration, trip logging, surveys, and evaluation
- Incremental expansion of data and insights to support evolving planning and reporting needs



## **Outcomes and Impact**

Across multiple years, the Shasta County program consistently engaged **new and occasional riders**, even in a car-dependent rural context. Recent campaign results demonstrate:

- Strong participation from workplaces of all sizes, including county departments and small employers
- Measurable increases in riding frequency among new and occasional riders
- Transportation trips consistently accounting for a meaningful share of logged rides
- High repeat participation rates, indicating sustained behavior change rather than one-time engagement

## **Compliance and Reporting**

Love to Ride supported ATP Non-Infrastructure compliance through structured evaluation reports, surveys, and documented outcomes aligned with reporting expectations. This approach allowed Shasta County to maintain accountability and reporting continuity despite limited internal staffing resources.

## **Relevance to Visalia**

Shasta County demonstrates Love to Ride's ability to deliver ATP-compliant non-infrastructure programs in smaller jurisdictions, where staffing, geography, and capacity constraints require efficient, scalable solutions. The project highlights dependable long-term delivery, defensible reporting, and the ability to sustain active transportation programs beyond a single grant cycle.

## **Section E - Proposal Fee Structure**

As required by the RFP the proposed fee structure is included with the unbound original in a sealed envelope.

## **Section F - Conflict of Interest**

Love to Ride, LLC affirms that it has no actual or potential conflicts of interest that would compromise, or appear to compromise, its ability to perform the services described in this Request for Proposals in an objective, independent, and professional manner.

Neither Love to Ride, LLC nor any of its officers, employees, or proposed subconsultants has any financial interest, personal relationship, or business affiliation with any City of Visalia elected official, officer, or employee that would constitute a conflict of interest related to this procurement or the resulting contract.

Love to Ride has participated in prior professional meetings and communications with City of Visalia staff in the normal course of business and in relation to active transportation programs. These interactions were strictly professional in nature and did not involve any preferential treatment, decision-making authority, or influence over the preparation, issuance, or evaluation of this RFP.

Love to Ride certifies that it will comply fully with all applicable federal, state, and local conflict of interest laws, regulations, and City policies throughout the procurement process and for the duration of any resulting contract. Should any potential conflict of interest arise during the term of the contract, Love to Ride will promptly disclose the matter to the City of Visalia in writing and take appropriate steps to resolve it to the City's satisfaction.

# Required Forms, Certifications, Signatures

**NON-COLLUSION AFFIDAVIT**

TO: THE CITY OF VISALIA

The undersigned, in submitting a proposal for performing the following work by contract, being duly sworn, deposes and says:

That he/she has not, either directly or indirectly, entered into any agreement, participate in any collusion, or otherwise taken any action in restraint of free competition in connection with such contract.

Work to be Done: RFP No. 25-26-37, Services to Provide Transportation Plan Update

Proposer's Name: Love to Ride LLC

Signature of Proposer: 

Title: CEO

Business Address: 8735 DUNWOODY PLACE STE N, ATLANTA, FULTON COUNTY, GA 30350 USA

Place of Residence: 345B ROSETTA ROAD, RAUMATI, 5032, NEW ZEALAND

State of California

County of \_\_\_\_\_

On this \_\_\_\_\_ day of \_\_\_\_\_ before me, \_\_\_\_\_, a Notary Public, personally appeared \_\_\_\_\_, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct

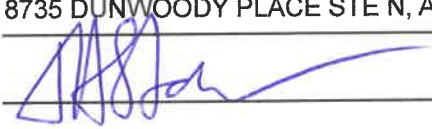
WITNESS my hand and official seal.

Signature \_\_\_\_\_ (Seal)

**WORKERS' COMPENSATION INSURANCE CERTIFICATE**

STATE OF CALIFORNIA    )  
  ) ss  
CITY OF VISALIA         )

I am aware of the provisions of Section 3700 of the Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work under this contract.

Company:                    Love to Ride LLC  
Business Address:         8735 DUNWOODY PLACE STE N, ATLANTA, GA 30350 USA  
Signature:                   
Name of Signing Official: Thomas Stokell  
Title of Signing Official: CEO  
Date:                         January 27, 2026

Company Seal (if any):

**EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE CERTIFICATE**

**Equal Opportunity Clause**

Unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Executive Orders 28925, 11114 or Section 204 of Executive Order 11246 of September 24, 1965, during the performance of each contract with the City of Visalia, the contractor agrees as follows:

1. The vendor will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin or political affiliation. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, gender, national origin or political affiliation. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
2. The vendor will, in all solicitations or advertisements for employees, placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin or political affiliation.
3. The vendor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or the workers' representative of the contractors' commitments under Section 202 of Executive order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. The vendor will comply with all provisions of Executive Order 11246 of September 24, 1965, and the rules, regulations and relevancy orders of the Secretary of Labor. Vendor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations and relevant orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.
5. In the event of the vendor's non-compliance with the non-discrimination clauses of this subcontract or with any of such rules, regulations or orders, this subcontract may be canceled, terminated or suspended, in whole, or in part and the vendor may be declared ineligible for further government contracts in accordance with the procedures authorized in accordance with Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation or order of the Secretary of Labor, or otherwise provided by law.
6. The vendor will include the provisions of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each Subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the contracting agency may direct as a means of enforcing such provisions including sanctions for non-compliance. Provided, however, that in the event the contractor becomes involved in, or is threatened with litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the contractor may request the United States to enter into such litigation to protect the interest of the United States.

**Certification on Non-Segregated Facilities**

*The contractor hereby certifies that it does not or will not maintain segregated facilities not permit its employees to work at locations where facilities are segregated on the basis of race, color, religion, gender, national origin or political affiliation.*

Love to Ride LLC		January 27, 2026
Name of Firm	Authorized Signature	Date

The following disclosure and statement apply to the Bidder/Proposer/Contractor/Consultant/ Vendor/Supplier or Company:

1. submitting a bid or proposal in response to a solicitation by City of Visalia; or
2. as Awardee of a contract/purchase order which is subject to approval by the Visalia City Council.

**OWNERSHIP DISCLOSURE**

Love to Ride LLC

Name of Bidder/Proposer/Contractor/Consultant/Vendor/Supplier or Company

8735 DUNWOODY PLACE STE N, ATLANTA, GA 30350 USA

Address

List the names of all principals, partners, and/or trustees. For corporations, provide names of officers, directors and all stockholders owning more than 10% equity interest in corporation:

Thomas Stokell

Thomas Stokell Trust

**CALIFORNIA LEVINE ACT STATEMENT**

California Government Code Section 84308, also know as the "Levine Act," can prohibit members of the Visalia City Council from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve (12) months, and for twelve (12) months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires disclosure of such contribution(s) by a party to be awarded a specific contract.

The following website contains a list of current Visalia City Council Members, [https://www.visalia.city/government/city\\_council/default.asp](https://www.visalia.city/government/city_council/default.asp). You are responsible for reviewing the names of Visalia City Council Members prior to making the following disclosure:

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to a Visalia City Council Member in the twelve (12) months preceding the date of the submission of your proposals or the anticipated date of any City Council action related to this contract?  
 YES: \_\_\_\_\_ NO:  If yes, please identify the City Council Member(s) and date(s) of contribution in the space below:

Council Member(s) Name

Date of Contribution(s)

Answering YES, does not preclude the City of Visalia from awarding a contract to your firm or from taking any subsequent action related to the contract. It does, however, preclude the identified Visalia City Council Member(s) from participating in any actions related to this contract.

**NOTICE:** The disclosure duty under state law continues for twelve (12) months after the award. If the above information regarding contributions changes during this time after the award, then the awardee is required to update this disclosure form.

Love to Ride LLC

Print or Type Name of Bidder/Proposer/Contractor/Consultant/Supplier/Vendor/Company

Signature of Company Authorized Individual

Thomas Stokell


Print or Type Name of Authorized Individual

**AMERICANS WITH DISABILITIES ACT COMPLIANCE CERTIFICATE**

By submission of a bid, the BIDDER certifies it will comply with the Americans with Disabilities Act, 42 U.S.C., 12101 et. seq., and will maintain compliance throughout the life of this Contract. By commencing performance of the Contract work, the selected BIDDER certifies to the Americans with Disabilities Act compliance.

Company: Love to Ride LLC

Business Address: 8735 DUNWOODY PLACE STE N, ATLANTA, GA, 30350, USA

Signature:  \_\_\_\_\_

Name of Signing Official: Thomas Stokell

Title of Signing Official: CEO

Date: January 27, 2026

Company Seal (if any): \_\_\_\_\_

STATE OF CALIFORNIA  
**DRUG-FREE WORKPLACE CERTIFICATION**  
 STD.21 (REV.12-93)

**CERTIFICATION**

*I, the official named below, hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the certification described below. I am fully aware that this certification, executed on the date below, is made under penalty of perjury under the laws of the State of California.*

CONTRACTOR/BIDDER FIRM NAME Love to Ride LLC	FEDERAL ID NUMBER 473119436
BY(Authorized Signature) 	DATE EXECUTED January 27, 2026
PRINTED NAME Thomas Stokell	TELEPHONE NUMBER (Include Area Code) ( 310) 906 7897
TITLE CEO	
CONTRACTOR/BIDDER FIRM'S MAILING ADDRESS 8735 DUNWOODY PLACE STE N, ATLANTA, GA 30350 USA	

The contractor or grant recipient named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above named contractor or grant recipient will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
2. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b), to inform employees about all of the following:
  - (a) The dangers of drug abuse in the workplace,
  - (b) The person's or organization's policy of maintaining a drug-free workplace,
  - (c) Any available counseling, rehabilitation and employee assistance programs, and
  - (d) Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355©, that every employee who works on the proposed contract or grant:
  - (a) Will receive a copy of the company's drug-free workplace policy statement, and
  - (b) Will agree to abide by the terms of the company's statement as a condition of employment on the contract or grant.
4. At the election of the contractor or grantee, from and after the "Date Executed" and until 36 (NOT TO EXCEED 36 MONTHS), the state will regard this certificate as valid for all contracts or grants entered into between the contractor or grantee and this state agency without requiring the contractor or grantee to provide a new and individual certificate for each contract or grant. If the contractor or grantee elects to fill in the blank date, than the terms and conditions of this certificate shall have the same force, meaning effect and enforceability as if a certificate were separately, specifically, and individually provided for each contract or grant between the contractor or grantee and this state agency.

**IRAN CONTRACTING ACT CERTIFICATION**  
(Public Contract Code Section 2200 et seq.)

As required by California Public Contract Code Section 2204, the Contractor certifies subject to penalty for perjury that the option checked below relating to the Contractor's status in regard to the Iran Contracting Act of 2010 (Public Contract Code Section 2200 et seq.) is true and correct:



The Contractor is not:

- (1) Identified on the current list of persons and entities engaged in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203; or
- (2) A financial institution that extends, for 45 days or more, credit in the amount of \$20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.

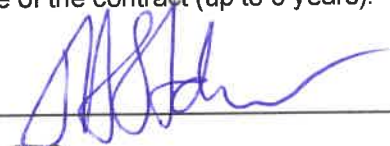


The City has exempted the Contractor from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the City will be unable to obtain the goods and/or services to be provided pursuant to the Contract.



The amount of the Contract payable to the Contractor for the Project does not exceed \$1,000,00 over the life of the contract (up to 5 years).

Signature: \_\_\_\_\_



Printed Name: \_\_\_\_\_

Thomas Stokell

Title: \_\_\_\_\_

CEO

Agency Name: \_\_\_\_\_

Love to Ride LLC

Date: \_\_\_\_\_

January 27, 2026

Note: In accordance with Public Contract Code Section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of \$250,000 or twice the Contract amount, termination of the Contract and/or eligibility to bid on contracts for three years.





# Inspector General

California Department of Transportation

## Certification of Indirect Costs and Financial Management System

(Note: If a Safe Harbor Indirect Cost Rate is approved, this form is not required)

Consultant's Full Legal Name: Love to Ride LLC

**Important:** Consultant means the individual or consultant providing engineering and design related services as a party of a contract with a recipient or sub-recipient of Federal assistance. Therefore, the Indirect Cost Rate(s) shall not be combined with its parent company or subsidiaries.

### Indirect Cost Rate (ICR):

Combined Rate: 122% Or

Home Office Rate: \_\_\_\_\_ and Field Office Rate (if applicable): \_\_\_\_\_

Facilities Capital Cost of Money (if applicable): \_\_\_\_\_

Fiscal Period:\* January 27, 2026

\* Fiscal period is annual one year applicable accounting period that the ICR was developed (not the contract period). The ICR is based on the consultant's one-year applicable accounting period for which financial statements are regularly prepared by the consultant.

I have reviewed the proposal to establish an ICR(s) for the fiscal period as specified above and have determined to the best of my knowledge and belief that:

- All costs included in the cost proposal to establish the ICR(s) are allowable in accordance with the cost principles of the Federal Acquisition Regulation (FAR) 48, Code of Federal Regulations (CFR), Chapter 1, Part 31 (48 CFR Part 31).
- The cost proposal does not include any costs which are expressly unallowable under the cost principles of 48 CFR Part 31.
- The accounting treatment and billing of prevailing wage delta costs are consistent with our prevailing wage policy as either direct labor, indirect costs, or other direct costs on all federally-funded A&E Consultant Contracts.
- All known material transactions or events that have occurred subsequent to year-end affecting the consultant's ownership, organization, and indirect cost rates have been disclosed as of the date of this certification.

I am providing the required and applicable documents as instructed on the Financial Document Review Request form.

### Financial Management System:

Our labor charging, job costing, and accounting systems meet the standards for financial reporting, accounting records, and internal control adequate to demonstrate that costs claimed have been incurred, appropriately accounted for, are allocable to the contract, and comply with the federal requirements as set forth in [Title 23 United States Code \(U.S.C.\) Section 112\(b\)\(2\); 48 CFR Part 31.201-2\(d\); 23 CFR, Chapter 1, Part 172.11\(a\)\(2\)](#); and all applicable state and federal rules and regulations.

Our financial management system has the following attributes:

- Account numbers identifying allowable direct, indirect, and unallowable cost accounts;
- Ability to accumulate and segregate allowable direct, indirect, and unallowable costs into separate cost accounts;

- Ability to accumulate and segregate allowable direct costs by project, contract and type of cost;
- Internal controls to maintain integrity of financial management system;
- Ability to account and record costs consistently and to ensure costs billed are in compliance with FAR;
- Ability to ensure and demonstrate costs billed reconcile to general ledgers and job costing system; and
- Ability to ensure costs are in compliance with contract terms and federal and state requirements.

**Cost Reimbursements on Contracts:**

I also understand that failure to comply with 48 CFR Part 16.301-3 or knowingly charge unallowable costs to Federal-Aid Highway Program (FAHP) contracts may result in possible penalties and sanctions as provided by the following:

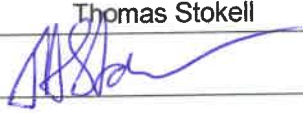
- Sanctions and Penalties - [23 CFR Part 172.11\(c\)\(4\)](#)
- False Claims Act - [Title 31 U.S.C. Sections 3729-3733](#)
- Statements or entries generally - [Title 18 U.S.C. Section 1001](#)
- Major Fraud Act - [Title 18 U.S.C. Section 1031](#)

**All A&E Contract Information:**

- Total participation amount \$1,081,641 on all State and FAHP contracts for Architectural & Engineering services that the consultant received in the last three fiscal periods.
- The number of states in which the consultant does business is 7
- Years of consultant's experience with 48 CFR Part 31 is 10
- Identify the type of audits listed below that the consultant has had performed (if applicable):

- Cognizant ICR Audit       Local Govt ICR Audit       Caltrans ICR Audit   
 CPA ICR Audit       Federal Govt ICR Audit

I, the undersigned, certify all of the above to the best of my knowledge and belief and that I have reviewed the ICR Schedule to determine that any costs which are expressly unallowable under the Federal cost principles have been removed and comply with [Title 23 U.S.C. Section 112\(b\)\(2\)](#), [48 CFR Part 31](#), [23 CFR Part 172](#), and all applicable state and federal rules and regulations. I also certify that I understand that all documentation of compliance must be retained by the consultant. I hereby acknowledge that costs that are noncompliant with the federal and state requirements are not eligible for reimbursement and must be returned to Caltrans.

Name:\*\* Thomas Stokell      Title:\*\* CEO  
 Signature:       Date: January 27, 2026  
 Phone:\*\* 310 906 7897      Email:\*\* thomas@lovetoride.net

\*\*An individual executive or financial officer of the consultant's or subconsultant's organization at a level no lower than a Vice President, a Chief Financial Officer, or equivalent, who has authority to represent the financial information used to establish the indirect cost rate.

Note: Both prime and subconsultants as parties of a contract must complete their own forms. Caltrans will not process local agency's invoices until a complete form is accepted and approved by the Independent Office of Audits and Investigations.

City Forms: To accompany Proposal

NON-COLLUSION AFFIDAVIT

TO: THE CITY OF VISALIA

The undersigned, in submitting a proposal for performing the following work by contract, being duly sworn, deposes and says:

That he/she has not, either directly or indirectly, entered into any agreement, participate in any collusion, or otherwise taken any action in restraint of free competition in connection with such contract.

Work to be Done: RFP No. 25-26-37, Services to Provide Transportation Plan Update

Proposer's Name: Love to Ride LLC

Signature of Proposer: [Handwritten Signature]

Title: CEO

Business Address: 8735 DUNWOODY PLACE STE N, ATLANTA, FULTON COUNTY, GA 30350 USA

Place of Residence: 345B ROSETTA ROAD, RAUMATI, 5032, NEW ZEALAND

State of ~~California~~ NEW YORK

County of SUFFOLK

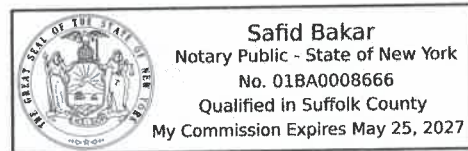
On this 27TH day of JANUARY, 2026, before me, Safid Bakar, a Notary Public, personally appeared Thomas Stoke11, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of ~~California~~ NEW YORK that the foregoing paragraph is true and correct

WITNESS my hand and official seal.

Signature Safid Bakar (Seal)

This electronic notarial act involved a remote online appearance involving the use of communication technology.



## ATTACHMENT D

### FEDERAL AND STATE REQUIREMENTS

All federal procurement requirements provided in Uniform Guidance 2 CFR Part 200 shall be in effect. In addition, the following terms and conditions apply to you, the contractor (including consultants/vendors), as a contractor of the City of Visalia.

The services performed by the awarded Contractor shall be in compliance with all applicable grantor regulations/requirements, and additional requirements specified in this document. It shall be the awarded Contractor's responsibility to acquire and utilize the necessary manuals and guidelines that apply to the work required to complete this project. In general,

- 1) The contractor (including all subcontractors) must insert these contract provisions in each lower tier contracts (e.g., subcontract or sub-agreement).
- 2) The contractor (or subcontractor) must incorporate the applicable requirements of these contract provisions by reference for work done under any purchase orders, rental agreements and other agreements for supplies or services.
- 3) The prime contractor is responsible for compliance with these contract provisions by any subcontractor, lower-tier subcontractor, or service provider.

#### **1. ACCESS TO RECORDS (42 CFR 420.302)**

- (A) The Contractor agrees to provide the City of Visalia, the U.S. Department of Treasury, the Comptroller General of the United States, HHS, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions. The Contractor agrees to permit any of the foregoing parties to reproduce by any means or to copy excerpts and transcriptions as reasonably needed and agrees to cooperate with all such requests.
- (B) The Contractor agrees to provide the Treasury Department or authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
- (C) No language in this contract is intended to prohibit audits or internal reviews by the Treasury Department or the Comptroller General of the United States.

#### **2. AMERICANS WITH DISABILITES ACT COMPLIANCE (42 U.S.C. 12101 et seq)**

By submission of a bid, the BIDDER, certifies it will comply with the Americans with Disabilities Act, 42 U.S.C., 12101 et. seq., and will maintain compliance throughout the life of this Contract, Agreement, or Purchase Order. By commencing performance of the work, the selected BIDDER certifies to the Americans with Disabilities Act compliance.

#### **3. BIDDER'S STATEMENT ON PREVIOUS CONTRACTS SUBJECT TO EQUAL EMPLOYMENT OPPORTUNITY CLAUSE**

The BIDDER shall complete the following statement by checking the appropriate blanks:

The BIDDER has  has not  participated in a previous contract subject to the Equal Employment Opportunity Clause prescribed by Executive Order 11246, as amended, of September 24, 1965.

The BIDDER has  has not  submitted all compliance reports in connection with any such contract due under the applicable filing requirements; and that representations indicating submission of required compliance reports signed by proposed subBIDDERS will be awarded prior to award of subcontracts.

If the BIDDER has participated in previous contracts subject to the Equal Employment Opportunity Clause and has not submitted compliance reports due under applicable filing requirements, the BIDDER shall submit a compliance report on Standard Form 100 "Employee Information Report EEO-1" prior to award of this contract, agreement, or purchase order.

*2025 Note: It is noted that Executive . 11246 has been rescinded*

**4. BONDING REQUIREMENTS (2 CFR 200.326)**

The BIDDER acknowledges the requirement for construction or facility improvement contracts, agreements, or purchase orders or subcontracts exceeding the Simplified Acquisition Threshold. The City of Visalia accepts the bonding policy and requirements in compliance with Federal guidelines as set forth below:

(A) A Bid Guarantee from each bidder equivalent to 10% of the bid price. The Bid Guarantee must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the BIDDER will, upon acceptance of the BID, execute such contractual documents as may be required within the time specified.

(B) A Performance Bond on the part of the CONTRACTOR for 100% of the contract price. A Performance Bond is one executed in connection with a contract to secure fulfillment of all the contractor's requirement under such contract.

(C) A Payment Bond on the part of the CONTRACTOR for 100% of the contract price. A Payment Bond is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

**5. BUILD AMERICA, BUY AMERICA ACT (2 CFR 200.1 – IIJA; 49 U.S.C. 5323(J); 49 CFR 661)**

Contractor should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award. For purposes of this section:

(A) "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

(B) "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

**6. BYRD ANTI-LOBBYING AMENDMENT (31 U.S.C. § 1352, as amended)**

Contractor certifies that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or

employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Contractor shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

**7. CERTIFICATE OF NONSEGREGATED FACILITIES (FAR 52.222-23)**

- (A) "Segregated facilities", as used in this provision, means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin, because of habit, local custom, or otherwise.
- (B) By the submission of a bid, the Bidder certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The BIDDER agrees that a breach of this certification is a violation of the Equal Opportunity clause in the contract, agreement, or purchase order.
- (C) By submission of the bid, the Bidder further agrees that (except where it has obtained identical certification from proposed SUBCONTRACTORS for specific time periods) it will:
  - i. Obtain identical certification from proposed SUBCONTRACTORS before the award of subcontracts under which the SUBBIDDER will be subject to the Equal Opportunity clause;
  - ii. Retain such certifications in its files; and
  - iii. Forward this certification and the following notice to the proposed SUBCONTRACTORS:  
**NOTICE OF PROSPECTIVE SUBCONTRACTORS OF REQUIREMENT FOR CERTIFICATION OF NON-SEGREGATED FACILITIES**  
A certificate of Nonsegregated Facilities must be submitted before the award of a subcontract under which the SUBCONTRACTOR will be subject to the Equal Opportunity clause. The certification may be submitted either for each SUBCONTRACTOR for all subcontracts during a period (i.e. quarterly, semi-annually, or annually).
- (D) By commencing performance of the contract work, the selected BIDDER certifies to the Nonsegregated Facilities provisions above.

**8. CERTIFICATION REGARDING COMPLIANCE WITH FEDERAL FUNDING REQUIREMENTS**

The BIDDER hereby assures and certifies that it will comply with the federal requirements, regulations, policies, guidelines, and requirements with respect to the acceptance and use of Federal Funds for this federally assisted project.

**9. CERIFICATION REGARDING LOBBYING (31 CFR Part 21)**

The BIDDER certifies, to the best of their knowledge and belief, that:

- (A) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (B) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL,

“Disclosure Form to Report Lobbying,” in accordance with its instructions.

- (C) The undersigned shall require that the language of this certification be include in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all contractors shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The BIDDER certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the BIDDER understands and agrees that the provisions of 31 U.S.C. Ch. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

**10. CLEAN AIR ACT (42 U.S.C. 7401-7671) & FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. 1251-1387; 49 CFR 18.36) (applies to purchases of more than\$150,000)**

- (A) The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
- (B) The Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
- (C) The Contractor agrees to report each violation of the Clean Air Act and the Water Pollution Control Act to the City of Visalia and understands and agrees that the City will report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
- (D) Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

**11. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. 327 through 333) (applies only to purchases over \$100,000, when laborers or mechanics are used)**

Where applicable, all contracts in excess of \$100,000 that involve the employment of mechanics or laborers shall include a provision for compliance with 40 U.S.C. 3702 and 3704 of the Contract Work Hours and Safety Standards Act, as supplemented by Department of Labor regulations (29 CFR part 5). Under Section 3702 of the Act, each contractor shall be required to compute the wages of every mechanic and laborer on the basis of a standard workweek of 40 hours. Work in excess of the standard workweek is permissible provided that the worker is compensated at a rate of not less than 1 1/2 times the basic rate of pay for all hours worked in excess of 40 hours in the workweek. The requirements of 40 U.S.C. 3704 are applicable to construction work and provides that no laborer or mechanic shall be required to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

**12. COPELAND “ANTI-KICKBACK” ACT (40 U.S.C. 3145)**

CONTRACTOR must comply with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public

Work Financed in Whole or in Part by Loans or Grants from the United States”). Under the Copeland “Anti-Kickback” Act, the CONTRACTOR and all subcontractors are prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The CITY must report all suspected or reported violations to the Federal awarding agency.

**13. DAVIS-BACON ACT, AS AMENDED (40 U.S.C. 3141-3148)**

*Applies to purchases for construction services in excess of \$2,000.* The Contractor must comply with the Davis-Bacon Act (40 U.S.C. 3141-3144 and 3146-3148) as supplemented by Department of Labor regulations. In accordance with the Davis-Bacon Act, the Contractor is required to pay wages to laborers and mechanics at a rate of not less than the prevailing wages specified in a wage determination made by the U.S. Secretary of Labor. In addition, the Contractor is required to pay wages not less than once per week. The City must provide Contractor with a copy of the current prevailing wage determination issued by the U.S. Department of Labor with respect to the services to be provided under the subject Agreement. The Contractor’s execution of the subject Agreement constitutes the Contractor’s acceptance of the wage determination. The City must report all suspected or reported violations to the Federal Awarding Agency.

**14. DOMESTIC PREFERENCE STATEMENT (2 CFR 200.322)**

As appropriate and to the extent consistent with the law, the BIDDER should, to the greatest extent practicable under a Federal award, provide a preference to the purchase, acquisition, or use of goods, products, or materials produce in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts, agreements, and purchase orders for work or products under this award.

**15. DEBARMENT AND SUSPENSION (2 CFR 180; 49 CFR 29, 18.35)**

- (A) This contract is a covered transaction for purposes of 2 CFR pt. 180 and 2 CFR pt. 3000. As such, the Contractor is required to verify that none of Contractor’s principals (defined at 2 CFR § 180.995) or its affiliates (defined at 2 CFR § 180.905) are excluded (defined at 2 CFR § 180.940) or disqualified (defined at 2 CFR § 180.935).
- (B) The Contractor must comply with 2 CFR pt. 180, subpart C and 2 CFR pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- (C) This certification is a material representation of fact relied upon by the City of Visalia. If it is later determined that the contractor did not comply with 2 CFR pt. 180, subpart C and 2 CFR pt. 3000, subpart C, in addition to remedies available to the City, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- (D) The Contractor agrees to comply with the requirements of 2 CFR pt. 180, subpart C and 2 CFR pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The Contractor further agrees to include a provision requiring such compliance in its lower tier covered transactions.
  
- (E) (Executive Orders 12549 and 12689) — By execution of this Agreement, CONTRACTOR certifies to the CITY that it is not a party listed on the government-wide exclusions list in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension,”

and is not debarred, suspended, or otherwise excluded from the award of a federally-supported contract under statutory or regulatory authority other than Executive Order 12549.

#### **16. DRUG-FREE WORKPLACE CERTIFICATION (41 U.S.C. 8103)**

The BIDDER certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The BIDDER will:

- (A) Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
- (B) Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b) to inform employees of all the following:
  - i. The dangers of drug abuse in the workplace,
  - ii. The person's or organization's policy of maintaining a drug-free workplace,
  - iii. Any available counselling, rehabilitation, and employee assistance programs, and
  - iv. Penalties that may be imposed upon employees for drug abuse violations.
- (C) Provide as required by Government Code Section 8355(c), that every employee who works on the proposed contract, agreement, grant, or purchase order:
  - i. Will receive a copy of the company's drug-free workplace policy statement, and
  - ii. Will agree to abide by the terms of the company's statement as a condition of employment on the contract, agreement, grant, or purchase order.
- (D) At the elections of the BIDDER or CONTRACTOR, from and after the "Date Executed" and until 36 (NOT TO EXCEED 36 MONTHS), the government agency will regard this certificate as valid for all contracts, agreements, grants, or purchase orders entered into between the BIDDER and this government agency without requiring the BIDDER to provide a new and individual certificate for each contract, agreement, or purchase order. If the BIDDER elects to fill in the blank date, then the terms and conditions of this certificate were separately, specifically, and individually provided for each contract, agreement, or purchase order between the BIDDER and this government agency.

#### **17. EQUAL OPPORTUNITY (EXECUTIVE ORDER 11246)**

Contractor shall comply with federal regulations including 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

Except as otherwise provided under 41 CFR Part 60, if this Agreement meets the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3, then during the performance of this Agreement, the CONTRACTOR agrees as follows:

- (A) The CONTRACTOR will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The CONTRACTOR will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
- (B) The CONTRACTOR will, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to

race, color, religion, sex, sexual orientation, gender identity, or national origin.

- (C) The CONTRACTOR will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the CONTRACTOR'S legal duty to furnish information.
- (D) The CONTRACTOR will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the CONTRACTOR'S commitments under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (E) The CONTRACTOR will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (F) The CONTRACTOR will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (G) In the event of the CONTRACTOR'S noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this Agreement may be canceled, terminated, or suspended in whole or in part and the CONTRACTOR may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (H) The CONTRACTOR will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The CONTRACTOR will take such action with respect to any subcontract or purchase order as the CITY may direct as a means of enforcing such provisions, including sanctions for noncompliance: *Provided*, however, that in the event CONTRACTOR becomes involved in, or is threatened with, litigation with a sub-contractor or vendor as a result of such direction by the CITY, then the CONTRACTOR may request the United States to enter into such litigation to protect the interests of the United States. The CITY further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work.
- (I) The CITY agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and

that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance. The CITY further agrees that it will refrain from entering into any contract or contract

modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the CITY agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the CITY under the pro- gram with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from the CITY; and refer the case to the Department of Justice for appropriate legal proceedings.

**18. SEAT BELT USE IN THE UNITED STATES (EXECUTIVE ORDER 13043 & 62 CFR 19217)**

Contractor is encouraged to adopt and enforce on-the-job seat belt policies and programs for your employees when operating company-owned, rented or personally owned vehicles.

**19. IRAN CONTRACTING ACT CERTIFICATION (PUBLIC CONTRACT CODE SECTION 2200 et seq.)**

As required by California Public Contract Code Section 2204, the BIDDER/CONTRACTOR certifies, subject to penalty for perjury, that the option checked below relating to the BIDDER/CONTRACTOR'S status in regard to the Iran Contracting Act of 2010 (Public Contract Code Section 2200 et seq) is true and correct:

(A) The BIDDER/CONTRACTOR is not:

- i. Identified on the current list of persons and entities engaged in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203; or
- ii. A financial institution that extends for 45 days or more, credit in the amount of \$20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) Public Contract Code Section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.

(B) The City has exempted the BIDDER/CONTRACTOR from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the City will be unable to obtain the goods and/or services to be provided pursuant to the contract, agreement, or purchase order.

(C) The amount of the contract, agreement, or purchase order payable to the BIDDER/CONTRACTOR for the project does not exceed \$1,000,000 over the life of the contract, agreement, or purchase order (up to 5 years).

Note: In accordance with Public Contract Code Section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of \$250,000 or twice the contract, agreement, or purchase order amount, termination of the contract, agreement, or purchase order amount, and/or eligibility to bid on contracts for three years.

**20. MINORITY AND WOMEN BUSINESS ENTERPRISES (EXEC ORDERS 11625, 12138, and 12432)**

Contractor hereby agrees to comply with the following when applicable: The requirements of Executive Orders 11625 and 12432 (concerning Minority Business Enterprise), and 12138 (concerning Women's Business Enterprise). Accordingly, the Contractor hereby agrees to take affirmative steps to assure that women and minority businesses are utilized when possible as sources of supplies, equipment, construction, and services. Affirmative steps shall include the following:

- (A) Including qualified women's business enterprises and small and minority businesses on solicitation lists.
- (B) Assuring that women's enterprises and small and minority businesses are solicited whenever they are potential sources.
- (C) When economically feasible, dividing total requirements into smaller tasks or quantities so as to permit maximum participation by small and minority business, and women's business enterprises.
- (D) Where the requirement permits, establishing delivery schedules which will encourage participation by women's business enterprises and small and minority business.
- (E) Using the services and assistance of the Small Business Administration, and the U.S. Office of Minority Business Development Agency of the Department of Commerce; and
- (F) If any subcontracts are to be let, requiring the prime Contractor to take the affirmative steps in (A) - (E) above.

For the purposes of these requirements, a Minority Business Enterprise (MBE) is defined as an enterprise that is at least 51 percent owned and controlled in its daily operation by members of the following groups: Black, Hispanic, Asian or Pacific Islander, American Indian, or Alaskan Natives. A Women Business Enterprise (WBE) is defined as an enterprise that is at least 51 percent owned and controlled in its daily operation by women.

## **21. NON-COLLUSION AFFIDAVIT (CALIFORNIA PUBLIC CONTRACT CODE SECTION 7106)**

The BIDDER certifies, under the PENALTY OF PERJURY under the laws of the State of California that the below statement is true and correct:

That the BID is not made in the interest of, or on the behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the BID is genuine and not collusive or sham; that the BIDDER has not directly or indirectly induced or solicited any other BIDDER to put in a false or sham BID, and has not directly or indirectly colluded, conspired, connived, or agreed with any BIDDER or anyone else to put in a sham BID, or that anyone shall refrain from bidding; that the BIDDER has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the BIDDER of any other BIDDER, or to fix any overhead profit, or cost element of the bid price, or of that of any other BIDDER, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract, agreement, or purchase order; that all statements contained in the bid are true; and, further, that the BIDDER has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham BID.

## **22. NO OBLIGATION BY FEDERAL GOVERNMENT**

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.

## **23. PROCUREMENT OF RECOVERED MATERIALS (2 CFR 200.323)**

- (A) In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:
  - i. Competitively within a timeframe providing for compliance with the contract performance schedule.
  - ii. Meeting contract performance requirements; or
  - iii. At a reasonable price.
- (B) Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement->

[guideline-cpg-program](#).

(C) Contractor agrees to comply with all other applicable requirements of Section 6002 - Solid Waste Disposal Act.

**24. PROHIBITION ON CERTAIN TELECOMMUNICATIONS & VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (Huawei and ZTE) (FAR 52.204-25)**

Contractor is prohibited from obligating or expending loan or grant funds to:

- (A) Procure or obtain.
- (B) Extend or renew a contract to procure or obtain; or
- (C) Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115–232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).
  - (i) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).
  - (ii) Telecommunications or video surveillance services provided by such entities or using such equipment.
  - (iii) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

**25. RECORDS RETENTION (2 CFR 200.334-337)**

- (A) Contractor must retain all financial records, supporting documents, statistical records, and all other of its records pertinent to this Agreement for a period of three years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or CITY. The only exceptions to the three-year limit are the following:
  - i. If any litigation, claim, or audit is started before the expiration of the 3-year period, then the records must be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken.
  - ii. When the Contractor is notified in writing by the City or Federal awarding agency, cognizant agency for audit, oversight agency for audit, or cognizant agency for indirect costs to extend the retention period.
  - iii. Records for real property and equipment acquired with Federal funds must be retained for 3 years after final disposition.
  - iv. When records are transferred to or maintained by the City or Federal awarding agency, the 3-year retention requirement is not applicable to the Contractor.

**26. REDUCING TEXT MESSAGING WHILE DRIVING (EXECUTIVE ORDER 13513-13513 FR 51225)**

Contractor is encouraged to adopt and enforce policies that ban text messaging while driving and establish workplace safety policies to decrease accidents caused by distracted drivers.

**27. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT (37 CFR 401)**

Contracts or agreements for the performance of experimental, developmental, or research work shall provide for the rights of the Federal Government and the recipient in any resulting invention in accordance with 37 CFR part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any applicable implementing regulations.

**28. WORKERS' COMPENSATION INSURANCE CERTIFICATE (CALIF LABOR CODE SECT 3700)**

The BIDDER acknowledges that they are aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code and will comply with such provisions before commencing the performance of the work under this contract, agreement, or purchase order.

**29. CALIFORNIA DEPARTMENT OF INDUSTRIAL RELATIONS REQUIREMENTS, Public Works Contractor Registration Program and Project Labor Agreements**

Notice is hereby given that this is a public works project and therefore, subject to DIR monitoring. All contractors and subcontractors bidding and performing work on Public Works Projects must: Register on an annual basis with the California Department of Industrial Relations (DIR) and furnish electronic payroll records to the Labor Commissioner

No contract will be awarded unless that contractor and/or subcontractors are registered with the California Department of Industrial Relations (DIR). Bids submitted by unregistered contractors or that list unregistered subcontractors will be rejected.

A contractor or subcontractor shall not be qualified to bid on, be listed in a bid proposal, subject to the requirements of Section 4104 of the Public Contract Code or engage in the performance of any contract for public work, as defined in this chapter, unless currently registered and qualified to perform public work pursuant to Section 1725.5. It is not a violation of this section for an unregistered contractor to submit a bid that is authorized by Section 7029.1 of the Business and Professions Code or by Section 10164 or 20103.5 of the Public Contract Code, provided the contractor is registered to perform public work pursuant to Section 1725.5 at the time the contract is awarded.

If a project labor agreement (the term "project labor agreement" is defined in Public Contract Code 2500(b)(1) as a prehire collective bargaining agreement that establishes terms and conditions of employment for a specific construction project or projects and is an agreement described in Section 158(f) of Title 29 of the United States Code) is used, then it must comply with the taxpayer protection provisions set forth in Public Contract Code section 2500(a). City of Visalia has no ordinances requiring or prohibiting such agreements.

The following statements and requirements are to be included in all City of Visalia public work contracts that require the payment of prevailing wages in accordance with California Labor Code (CLC). This RFB document becomes a part of the public works contract for this project and therefore, the CLC contract language requirements are incorporated into the contract.

- As set forth in CLC section 1775(b)(2), the contractor shall monitor the payment of the specified general prevailing rate of per diem wages by the subcontractor to the employees, by periodic review of the certified payroll records of the subcontractor.
- As set forth in CLC section 1775(b)(3), upon becoming aware of the failure of the subcontractor to pay his or her workers the specified prevailing rate of wages, the contractor shall diligently take corrective action to halt or rectify the failure, including, but not limited to, retaining sufficient funds due the subcontractor for work performed on the public works project.
- As set forth in CLC section 1775(b)(4), prior to making final payment to the subcontractor for work performed on the public works project, the contractor shall obtain an affidavit signed under penalty of perjury from the subcontractor that the subcontractor has paid the specified general prevailing rate of per diem wages to his or her employees on the public works project and any amounts due pursuant to Section 1813. Prior to the release of retention to the contractor, the COV will require a copy of the affidavit(s) completed by each listed subcontractor.
- In accordance with CLC section 1777.5(e), prior to commencing work on a contract for public work; every contractor shall submit contract award information to an applicable apprenticeship program that can supply apprentices to the site of the public work.
- Only apprentices, as defined in CLC section 3077, in training under apprenticeship standards approved by the Division of Apprenticeship Standards (DAP) and party to written apprentice agreements under CLC section 3070-3098 may be employed at the apprentice wage rate on public works.
- Unless exempted under CLC section 1777.5(j), a contractor working on a public works contract of \$30,000 or more shall employ the number of apprentices or the ratio of apprentices to journeymen stipulated in the applicable apprenticeship standards (CLC 1777.5(n)). In no event shall the ratio be less than one hour of apprentice work for every five hours of journeyman work.
- The prime contractor is responsible for compliance with the requirements of CLC section 1777.5 for all apprenticeable occupations employed on the contract. As stated in 1777.5 (o), the apprenticeship requirement does not apply to contracts of general contractors or to contracts of specialty contractors not bidding for work through a general or prime contractor when the contract is less than thirty thousand dollars (\$30,000).
- As stated in section 1777.7(e), the prime contractor will not be liable for any penalties assessed for violations of section 1777.5 if they have complied with the following requirements:
  - The contract executed between the contractor and the subcontractor for the performance of work on the public works project shall include a copy of the provisions of section 1771, 1775, 1776, 1777.5, 1813 and 1815. ***These labor code sections must be included within or as attachments to the contract.***
  - The contractor shall continually monitor a subcontractor's use of apprentices required to be employed on the public works project pursuant to subdivision (d) of section 1777.5, including, but not limited to, periodic review of the certified payroll of the subcontractor.
  - Upon becoming aware of a failure of the subcontractor to employ the required number of apprentices, the contractor shall take corrective action, including , but not limited to, retaining funds due to the subcontractor for work performed on the public works project until the failure is corrected.
  - Prior to making a final payment to the subcontractor for work performed on the public works project, the contractor shall obtain a declaration signed under penalty of perjury from the subcontractor that the subcontractor has employed the required number of apprentices on the public works project.

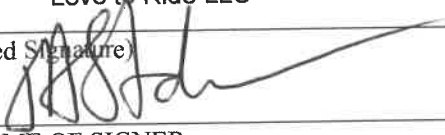
- The prime contractor is required to provide a signed affidavit declaring their compliance with California Labor Code sections 1771 (prevailing wage) and 1777.5 (apprenticeship) for all workers employed on the contract before final payment will be made on the contract by the City of Visalia.

Contract inclusion and/or attachments: The following item is required to be included either in the body of, as attachments to, or addendums of all public work contracts:

As set forth in CLC section 1773, the City of Visalia shall obtain the general prevailing rate of per diem wages and the general prevailing rate for holiday and overtime work in the locality in which the public work is to be performed for each craft, classification, or type of worker needed to execute the contract from the Director of Industrial Relations. This will include the apprenticeship prevailing wage for all apprenticeable trades. In accordance with labor code section 1773.2, this information is to be included in the contract itself.

### ACKNOWLEDGMENT

The official named below acknowledges that they are duly authorized legally to bind the BIDDER/CONTRACTOR to the certifications listed above. They acknowledge that they are fully aware that this certification, executed on the date below, is made under penalty of perjury under Federal and State of California laws.

BIDDER/CONTRACTOR FIRM NAME Love to Ride LLC	FEDERAL ID NUMBER 47-3119436
BY (Authorized Signature) 	DATE EXECUTED January 27, 2026
PRINTED NAME OF SIGNER Thomas Stokell	TELEPHONE NUMBER ( 470 ) 509 4032
TITLE CEO	
BIDDER/CONTRACTOR FIRM'S MAILING ADDRESS 8735 DUNWOODY PLACE #11561, ATLANTA, GA 30350 USA	



City of Visalia Purchasing Division  
707 W. Acequia Avenue  
Visalia, CA 93291 (559)713-4334  
purchasing@visalia.gov

CITY OF VISALIA, CA  
REQUEST FOR PROPOSALS  
RFP-25-26-37

**PROFESSIONAL SERVICES FOR ACTIVE TRANSPORTATION PLAN (ATP)  
NON-INFRASTRUCTURE (NI) PROGRAMS**

ADDENDUM NO. 1

Issued: January 13, 2026  
Submittals Due: **February 10, 2026 @2:00pm**

This addendum is being issued to provide a project locations map. This addendum must be signed and submitted with proposal.

**ITEM 1: ADDITIONAL INFORMATION**

Project Locations map is being provided as additional information. Please see attachment to this addendum.

**END OF ADDENDUM NO. 1**

/s/ Purchasing Division  
(559) 713-4334

RESPONDENT to sign and submit with PROPOSAL

Firm: Love to Ride Date: Feb 3, 2026  
By:   
*Bidder's Signature*



City of Visalia Purchasing Division  
707 W. Acequia Avenue  
Visalia, CA 93291 (559)713-4334  
purchasing@visalia.gov

CITY OF VISALIA, CA  
REQUEST FOR PROPOSALS  
RFP-25-26-37

**PROFESSIONAL SERVICES FOR ACTIVE TRANSPORTATION PLAN (ATP)  
NON-INFRASTRUCTURE (NI) PROGRAMS**

**ADDENDUM NO. 2**

Issued: January 29, 2026

Submittals Due: **February 10, 2026 @ 2:00pm**

This addendum is being issued to provide responses to questions that have been received. This addendum must be signed and submitted with proposal.

**ITEM 1: QUESTIONS/RESPONSES**

1. Has the City had any conversations with Caltrans on combining costs or projects to help conserve costs?  
**Response: No. Each project requires its own independent funding and must be delivered as a separate project.**
2. Has there been any communication with the local businesses listed on Attachment A about whether they are willing to host events at their locations?  
**Response: No. Coordination with local businesses will be undertaken after the consultant has been selected.**
3. Has the City submitted the LAPG Exhibit 25A for allocation of funding or is the City expecting the consultant to do that?  
**Response: No. The City will submit the funding allocation request along with the Output revision approval for the May 14, 2026 CTC meeting. The selected consultant will assist the City by preparing the necessary documentation associated with the Output revisions, which are to be included as part of the proposal.**
4. On page 8 of the RFP, Section IIIB, Required Services, it states that the scope of work, fee estimate, and program schedule for subsequent implementation work are contingent upon CTC approval of the revisions. Will the City submit an Exhibit 25-D, Request for Project Scope Change, based on the required services submitted? If not approved, how will the City proceed?  
**Response: Please refer to the response to Question #3. The City will submit the required funding allocation and Output revision materials for CTC approval, with consultant assistance as described.**

5. The RFP indicates that the City expects the CTC meeting approval date to be May 14, 2026, and that the Phase I revisions are to be completed and submitted to Caltrans 60 days prior to that meeting, corresponding to a March 14, 2026 submittal date. The RFP schedule also notes an anticipated contract start date of April 2026.

Could you please clarify how proposers should reflect this timing in their proposed schedules for Phase I? Specifically, should the Phase I schedule assume that work would commence prior to April 2026 in order to meet the March 14, 2026 submittal deadline, or should proposers anticipate a different contract start timing for purposes of Phase I scheduling?

Response: As outlined on page 4, Section C, Scope of Work, Phase I tasks must be completed and included within the proposal package. The city will collaborate with the selected consultant to make any necessary revisions to Phase I prior to submission to CTC by March 14, 2026.

Phases II and III will commence once the city enters into an agreement with the selected consultant. The contract will be finalized following CTC approval of the grant revisions (Phase I work submitted as part of the proposal) at the May 14, 2026, CTC meeting.

Phase I task is to be completed and included with the proposal and is not separately compensated.

6. In preparing our response to RFP 25.26.27 some confusion regarding the budget have arisen. To clarify, on page 4, Section B states that the objective is update the key deliverable. Is the budget to be included in our response to this RFP is solely for Phase 1 work?

Response: No. As stated on page 4, Section B, Required Services, consultants are to include budget estimates for Phases II and III. A budget for Phase I is not required.

7. Where should Consultants place the Scope of Work (as an Appendix or under the Project Approach)?

Response: The Scope of Work should be included under the Project Approach section.

8. Section C, Item 1 of the proposal mentions "facilities available", is that referring to physical facilities or can you provide clarification?

Response: This refers to whether the consultants have local or satellite offices.


9. Regarding the Revised Outputs...did anything happen in the community to require the revisions?

Response: The original approach anticipated the three grants being delivered as separate projects, without the expectation that all three would be awarded. Since the City has received all three grants, the projects can now be implemented concurrently. The projects have nearly identical outputs and are located in close proximity. Combining efforts allows the city to reduce redundant outputs while still meeting the same community benefits.

**END OF ADDENDUM NO. 2**

/s/ Purchasing Division  
(559) 713-4334

RESPONDENT to sign and submit with PROPOSAL

Firm: Love to Ride Date: Feb 3, 2026  
By:   
*Bidder's Signature*

## **Appendix A – Phase I Documentation and Draft Schedule 25Ds**

- Draft 25D Text for Goshen Visalia Corridor Connection Project
- Draft 25D Text for Beyond Bike Lanes – Elevating Santa Fe Street Project
- Draft 25D Text for Highland Community Connectivity Project

# DRAFT EXHIBIT 25-D - Goshen–Visalia Corridor Connection Project

## EXHIBIT 25-D

### REQUEST FOR PROJECT SCOPE CHANGE (Local ATP Projects)

**Project Name:** Goshen–Visalia Corridor Connection Project

**Implementing Agency:** City of Visalia

**ATP Cycle:** Cycle 7 – Non-Infrastructure

#### Introduction / Background

The City of Visalia respectfully submits this Request for Project Scope Change for the Goshen–Visalia Corridor Connection Project, an Active Transportation Program (ATP) Cycle 7 Non-Infrastructure award.

Following the grant award, the City conducted a detailed review of the approved Non-Infrastructure outputs and associated budget assumptions to confirm feasibility, delivery quality, and alignment with current corridor conditions. This review incorporated updated school location and attendance zone mapping, refined participation assumptions, and a delivery risk assessment across the full implementation period.

Based on this review, the City proposes targeted revisions to Non-Infrastructure outputs and associated budget allocations that preserve ATP eligibility and intent while improving delivery certainty, safety outcomes, and accountability.

#### 1. Explanation of the Proposed Scope Change

The proposed scope change consists of:

- Adjustments to the **quantity and distribution of approved Non-Infrastructure outputs**, and
- Corresponding refinements to **budget assumptions** necessary to support the effective delivery of the revised outputs, including the hours and materials needed to deliver the

adjusted outputs.

The proposed changes:

- Do **not** alter the project's geographic limits
- Do **not** change the fundamental purpose or eligibility of the project
- Do **not** introduce new activity types outside ATP Non-Infrastructure categories
- Do **not** increase total ATP funding or request additional allocation

### Revised Output Table - Goshen Visalia Corridor Connection Project

CTC Approved Output	Originally Approved Numbers	Revised Numbers for CTC Approval
Bicycle Skills Classes	32	<b>32</b>
Community Biking Challenges	8	<b>8</b>
Community Demonstrations / Events	10	<b>10</b>
Community Bike Rides	32	<b>24</b>
Community (line item #5 in sheet)	12	<b>12</b>
Afterschool Programs	10	<b>4</b>
Bike Rodeos (SRTS)	8	<b>8</b>
SRTS Encouragement Days	8	<b>15</b>
School Assemblies w/ ...	4	<b>12</b>
Schools w/ Bicycle Train Programs	2	<b>2</b>

A detailed explanation of the rationale behind each of the revised outputs is provided in **Appendix A**.

## Scope Review Methodology and Rationale for Proposed Revisions

The proposed revisions to the Goshen–Visalia Corridor Connection Project Non-Infrastructure outputs and related budget assumptions were developed through a structured, delivery-focused review process. This process aimed to ensure that approved outputs remain feasible, effective, and compliant under current implementation conditions.

The CTC-approved Non-Infrastructure outputs, schedules, and budget assumptions were reviewed and amended to ensure that the program can be delivered successfully over the three-year project period. The review considered both conditions specific to the Goshen–Visalia Corridor and the practical implications of delivering all three ATP Cycle 7 projects concurrently.

This review methodology included the following steps:

- **Review of approved ATP materials**

The original Cycle 7 application, CTC-approved outputs, and supporting budget assumptions were reviewed to confirm continued alignment with ATP eligibility requirements, project intent, and performance expectations. This review provided the baseline against which feasibility, delivery risk, and program effectiveness were assessed.

- **Best practice and local partner consultation**

Discussions with practitioners who understand which activities work well in practice and constitute best practice—along with those that are less impactful or more difficult to deliver effectively—were incorporated into the review. Consultation with people delivering this work in Visalia helped ensure that proposed outputs reflect both national best practice and local delivery realities.

- **Verification of schools and corridor conditions**

School locations and attendance zones within and adjacent to the Goshen–Visalia Corridor were mapped and verified to establish an accurate count of eligible schools. This verification informed adjustments to school-based Safe Routes to School education and encouragement outputs to better align with the number of eligible sites in the project area.

- **Assessment of delivery feasibility and implementation risk**

Careful consideration was given to how many of each output is appropriate for the project area to achieve the aims of the project and also be realistically delivered over the three-year period. Participation assumptions, volunteer reliance, weather sensitivity, local context, and national best practices were evaluated to identify outputs where adjustments would improve certainty of completion without reducing overall community benefit.

- **Review of program quality, safety, and incentive assumptions**

Incentive quantities, unit costs, and safety standards were reviewed to ensure that budgeted materials — such as bicycle locks and helmets — meet their intended safety and security purpose and reflect best-practice ATP Non-Infrastructure program delivery. These reviews informed refinements to budget assumptions to improve program quality, safety outcomes, and accountability.

- **Evaluation of coordinated delivery across three projects**

Following the award of all three ATP Cycle 7 projects, opportunities for coordinated planning and more cost-effective delivery were reviewed for adjacent geographies and similar output types. This evaluation sought to reduce unnecessary duplication while maintaining clear accountability, reporting, and compliance for each individual grant.

This combined methodology and review process was used to develop both the revised output recommendations and the qualitative estimates of impacts on walking, bicycling, and safety presented in later sections of this document. All revised outputs remain eligible under the ATP Non-Infrastructure Program and preserve or improve the net benefits identified in the original application.

Detailed output-by-output rationale and supporting corridor school mapping are provided in Appendices A and B.

## **4. Impact of the Proposed Scope Change on Project Cost**

### **4.1 Overall Project Cost**

The proposed scope and output revisions do not materially change the total approved project cost.

- **Original Total Project Budget:** \$590,660
- **Revised Total Project Budget:** \$590,487

There is no change to the ATP funding request as a result of the proposed scope changes.

The minor net change in total project cost reflects refinements to delivery assumptions and budget allocations to better align with revised outputs and implementation realities, rather than any expansion of project scope.

### **4.2 Summary of Budget Refinements by Task**

Budget refinements were made to align with the revised outputs and updated delivery assumptions identified through the scope review process.

#### **Task A – Bicycle Friendly Driver Training (for Motorists)**

This project is one of three similar ATP projects implementing Bicycle Friendly Driver Training in Visalia. As a result, the original budget assumption for program development costs can be proportionally shared across the three projects, reducing the cost allocation for Task A within this project. Delivery and distribution of the training remain project-specific, and associated delivery costs are unchanged.

### **Task B – Bicycling Online Engagement Platform**

Task B includes workshops, education, community engagement, surveys, and tracking of changes in transportation behavior. Additional detail was incorporated to more accurately reflect the staffing roles, hours, and rates required to deliver these elements effectively. The Task B budget has been adjusted to reflect refined staffing assumptions and expanded outreach coordination aligned with actual delivery needs.

### **Task C – Community-Led Bike Rides and Bicycle Education**

The amount of on-the-ground bicycling education trainer hours was adjusted to align with the revised number and distribution of outputs, including bike rodeos, led rides, and related education activities.

The original budget also included a relatively large allocation for incentives and materials, including helmets, bicycle locks, lights, and other items. Based on updated participation assumptions and population context, the quantity of incentive items was reforecast to better match planned activities and avoid over-procurement.

In addition, the review identified that a significant share of the original budget would have been directed toward incentives rather than training, outreach, and coordination activities that are essential to effective engagement. As a result, a portion of the budget was reallocated toward community outreach, engagement, project coordination, monitoring, and evaluation to better support program effectiveness.

### **Task D – Senior Project Manager**

No change. The budget remains at \$180,000 to cover City staff time required to manage and oversee the project over the three-year period.

## **4.3 Explanation of Material Budget Adjustments**

### **Adjustment of Staffing Hours**

Staffing hours were adjusted to reflect the revised outputs and scope. Budget allocations were updated accordingly to ensure sufficient capacity to deliver the revised program elements while maintaining overall cost control.

### **Bicycle Lock Quantity and Unit Cost Adjustment**

The originally approved project budget included 1,000 bicycle locks at an estimated unit cost of \$15 per lock. Upon further review, it was determined that locks at this price point would not reliably meet the intended program objective of preventing bicycle theft, particularly for participants who rely on bicycles for essential transportation.

To ensure incentive items fulfill their intended safety and security purpose, the revised budget reflects procurement of 300 higher-quality bicycle locks at an estimated unit cost of \$41 per lock, selected to meet a minimum security threshold appropriate for everyday use.

### **Helmet and Safety Equipment Adjustments**

Helmet and safety equipment quantities were refined to reflect revised output levels and verified participation assumptions, ensuring adequate supply without over-procurement. Unit costs remain consistent with original assumptions and ATP eligibility guidance.

### **Staffing Rate and Role Refinements**

Staffing allocations were refined to reflect realistic professional service rates and clearer role definitions, such as senior outreach specialist, outreach coordinator, and evaluation support. These refinements improve accountability, clarity, and delivery quality without increasing the total project cost.

## **5. Impact on the Project's Ability to Increase Walking and Bicycling**

The proposed scope and budget revisions **maintain or improve the project's ability to increase walking and bicycling.**

While certain activity counts are reduced, these changes are offset by increased emphasis on the activities that have been determined will be most effective for the local project area. It's important to note that some activities will reach more people than others (e.g. one school-wide SRTS day will reach more people than one bicycle skills class) or have a greater efficacy of encouraging mode shift, therefore, reduced output counts in certain activities don't directly correlate with the number of people engaged and the level of mode shift achieved.

**Overall, the revised output mix preserves the net benefit anticipated in the original ATP application.**

## **6. Impact on the Project's Ability to Improve Safety**

The revised scope strengthens safety outcomes by:

- Focusing the budget on delivering bike safety training and engaging people in this training. Via reallocating budget from incentives to these budget lines.
- Prioritizing high-quality safety equipment and ensuring incentive items meet their intended protective purpose
- Delivering the most appropriate activities for each community at the most appropriate frequency during the project.

**No reduction in anticipated safety benefit is expected as a result of the proposed changes.**

## 8. MPO Approval

Not applicable.

The Goshen–Visalia Corridor Connection Project was funded through the **Small Urban and Rural** component of the Active Transportation Program.

### Additional Questions

**Does this scope change require revalidation of the environmental document?**

**No.**

The proposed changes are limited to Non-Infrastructure program outputs and budget refinements and do not affect physical project elements or environmental assumptions.

### Public Outreach Related to the Scope Change

The proposed revisions respond to verified implementation conditions and do not alter the project's overall engagement intent or community focus.

### Conclusion

The City of Visalia respectfully requests approval of the proposed Non-Infrastructure output and budget refinements for the Goshen–Visalia Corridor Connection Project. The revisions preserve ATP eligibility and intent, improve delivery certainty and safety, and position the project for successful and accountable implementation within the Cycle 7 grant period.

### Attachments

- **Appendix A** – Detailed Revision Rationale By Output - Goshen
- **Appendix B** – School Location and Attendance Zone Mapping

## Appendix A – Detailed Revision Rationale By Output - Goshen

Output Category	Approved	Revised	Rationale
Bicycle Skills Classes	32	32	<p><b>Output Description:</b> Typically, small group bicycle skills training classes, with 1-2 qualified League biking Instructors (LCIs) (number of instructors depends on the number of sign-ups per class)</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> The number of classes is over the course of the three-year project, averaging approximately one Bicycle Skills Class per month. We have direct control over the delivery with local LCI bike instructors (not reliant on volunteers or other unknowns), and we're confident we can encourage enough people we engage with to attend a bicycle skills class and build their confidence to fill ~1 class per month.</p>
Community Biking Challenges	8	8	<p><b>Output Description:</b> Community-wide challenges, workplaces and community groups can compete in a fun challenge that encourages more people to ride and walk more often, and for transportation. Includes a school-focused challenge as one of the 3 challenges delivered each year, along with a Bike Month Challenge (May) and Biketober challenge (Biketober). Challenges are hosted on the Love to Ride platform, and are scalable and economic community engagement, encouragement and education.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> These challenges are a known program that we have a tried and tested track record of delivering in communities in California, as well as across the country. We can deliver 2 community challenges and 1 school-focused challenge per year, so 9, but have budgeted for and recommended 8 to guarantee delivery of this outcome within the timeframe. These challenges will also engage the community and provide an audience which we can</p>

			then promote other NI programming (e.g. people who could attend bike skills classes, community rides, etc).
Community Demonstrations / Events	10	10	<p><b>Output Description:</b> Public-facing events designed to promote new or improved infrastructure or routes as they come online, demonstrate safe bicycling practices, distribute educational materials, and/or engage residents in active transportation.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> Delivering 3-4 of these events per year in the project area is an achievable output, it's not expensive, and will support community engagement, safer biking, and infrastructure promotion efforts.</p>
Community Bike Rides	32	24	<p><b>Output Description:</b> Guided group rides led by qualified ride leaders that introduce participants to bicycling on streets or trails, emphasize safety skills, and increase comfort and confidence riding in real-world conditions.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> To engage the community and build demand for led group rides, it will likely take some time to build an audience to invite to group rides. Ideally, these would be run monthly, but we have recommended a reduced total number to guarantee delivery of this output, especially given that weather conditions might cause some community rides to be cancelled, or lower demand at some times of the year when it's too hot or too cold for some people.</p>
Community Outreach (Line Item #5)	12	12	<p><b>Output Description:</b> Targeted engagement activities designed to reach priority populations through in-person outreach, multilingual materials, partnerships with community-based organizations, and culturally responsive communication.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> Delivering 4 of these activities per year in the project area is an achievable output, it's not very</p>

			expensive, and will support community engagement, safer biking, and infrastructure promotion efforts.
Afterschool Programs	10	4	<p><b>Output Description:</b> Structured, school-adjacent educational programs delivered outside regular school hours that teach bicycle and pedestrian safety, build travel skills, and encourage active travel to and from school.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> Afterschool program engagement can be challenging to set-up given it can often rely on the willingness of 3rd parties (afterschool program organizations) and therefore it makes it hard to commit to 10 programs as a guaranteed output of the program.</p>
Bike Rodeos (SRTS)	8	8	<p><b>Output Description:</b> Hands-on, skills-based safety events - typically for elementary-age students - focused on bicycle handling, traffic awareness, helmet use, and basic rules of the road.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> There are enough schools in the Goshen project area (5 elementary schools along the length of the corridor) to justify doing 8 rodeos.</p>
SRTS Encouragement Days	8	18	<p><b>Output Description:</b> Single-day school-based events that encourage walking or bicycling to school, supported by incentives, family outreach, and classroom activities.</p> <p><b>Recommended Adjustment:</b> Increase</p> <p><b>Rationale:</b> There are 2 high schools, 2 middle schools and 5 elementary schools along the Goshen project corridor. Typically, 1-3 encouragement days are run in a school in a year (depending on school buy-in and school community needs). This output is achievable and needed given the number of schools. For example, 6 of the 9 schools doing 1 a year for 3 years.</p>

School Assemblies	4	10	<p><b>Output Description:</b> School-wide educational presentations focused on bicycle and pedestrian safety, active travel benefits, and awareness of safe travel behaviors.</p> <p><b>Recommended Adjustment:</b> Increase</p> <p><b>Rationale:</b> There are 5 elementary schools and 2 middle schools in the Goshen project area. We will carry out at least 10 assembly presentations during the course of the project.</p>
Schools with Bicycle Train Programs	2	2	<p><b>Output Description:</b> Organized group bicycling programs where students ride to school together along a planned route under adult supervision, building safety, confidence, and consistency in active school travel.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> Parent buy-in and volunteers are essential for the success of a Bike Train program. We will have a paid ride leader for each bike train to provide training, safety support, route planning, and guide the founding, organization and growth of each bike train; however, it's much harder to guarantee the number of outputs when the output is so reliant on volunteers and parental buy-in for its successful implementation and delivery. Running regular bike trains (as per best practice) will also have high initial running costs and absorb a lot of the budget.</p>

## Appendix B – School Location and Attendance Zone Mapping

To review and then develop accurate school outputs, we have:

1. Reviewed the Visalia Unified School District maps and overlaid the projects and project areas. We looked at both school location but also importantly looked at the catchment areas for each school in each project area and the direction of travel that students at those schools will take to help determine which schools should be in which project areas.
2. We have also looked at schools as community hubs, through which we can engage the local communities in close proximity to the project areas (both parents and children who live close by) even if the catchment area for some of those schools doesn't directly contain a project corridor, but is close to it.
3. From developing and analyzing these various maps, we have determined accurate numbers for the schools and then the feasible and appropriate number of school-based events and outputs for each project area.

You can see some of the maps we created and analyzed below.

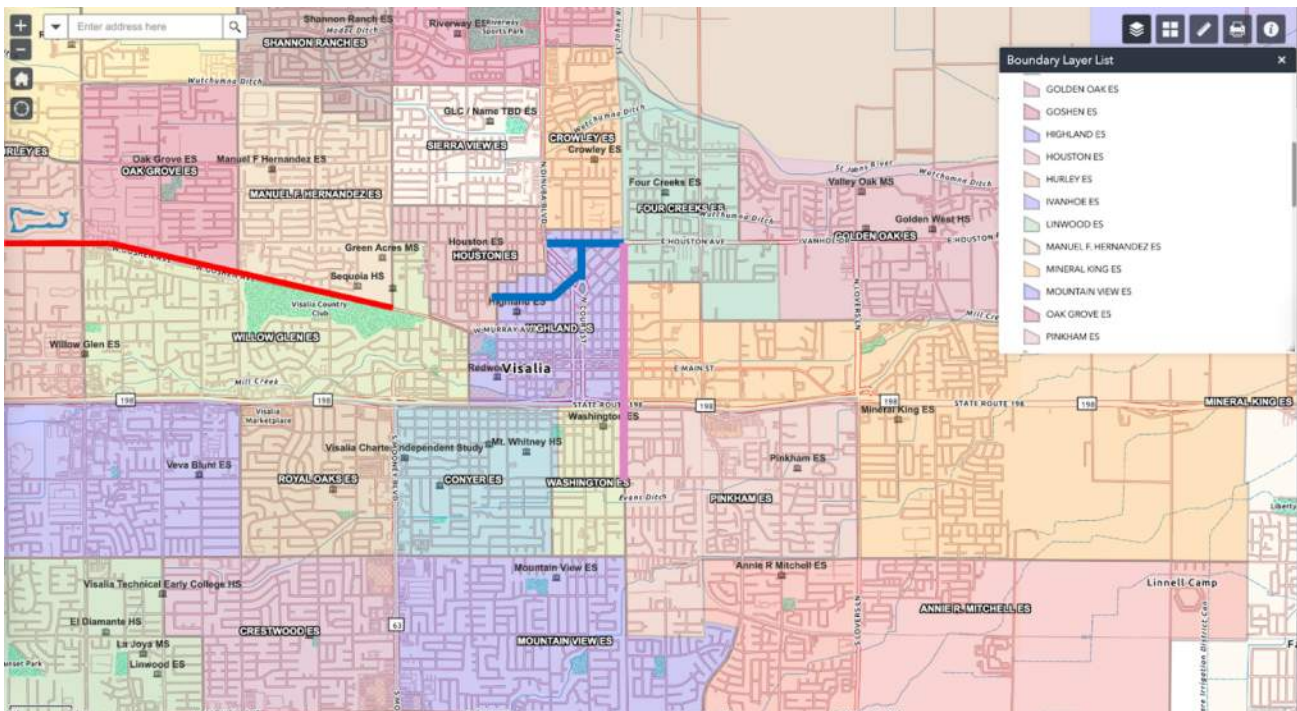


Image C.4.1.1 - Showing the location of **elementary schools** and their catchment areas with respect to the three project areas.

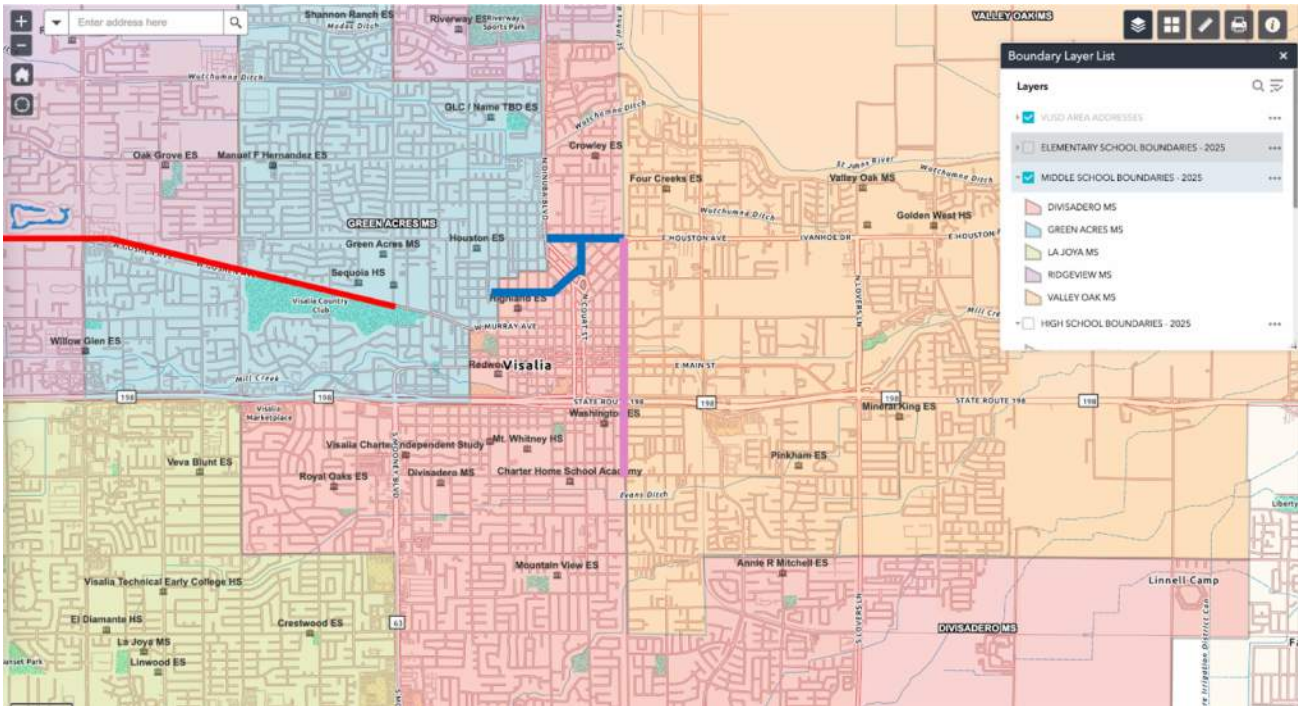


Image C.4.1.2 - Showing the location of **middle schools** and their catchment areas with respect to the three project areas.

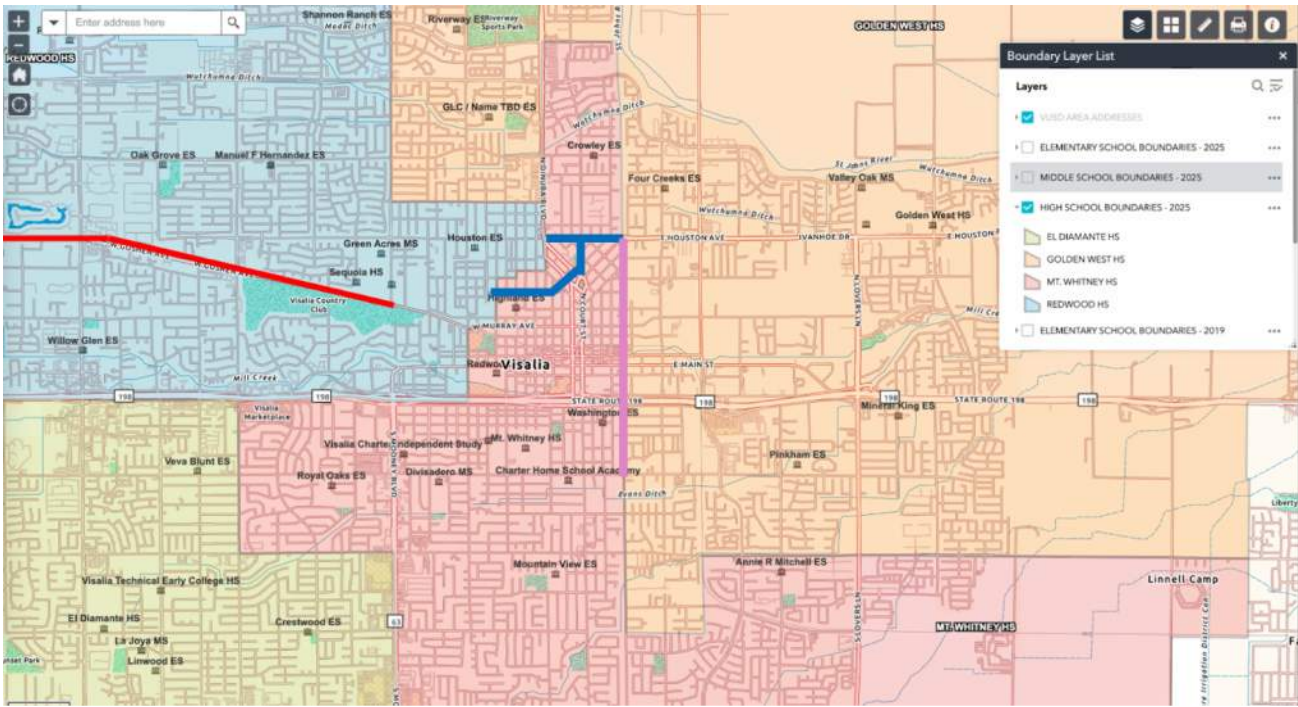


Image C.4.1.3 - Showing the location of **high schools** and their catchment areas with respect to the three project areas.



Image C.4.1.4 - Showing the location of VUSD schools

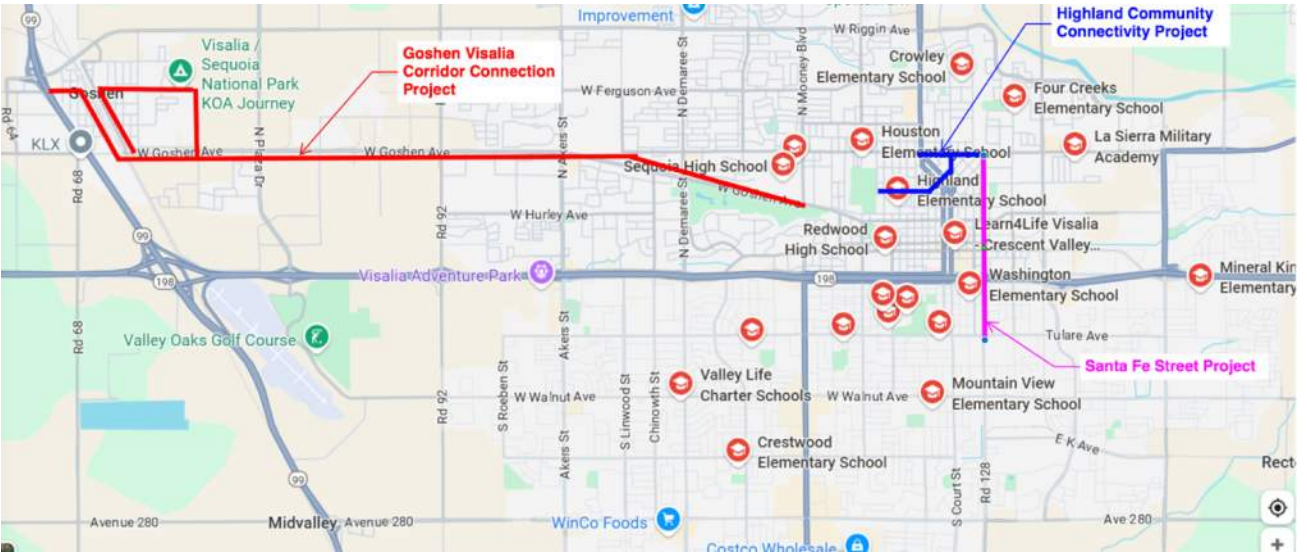


Image C.4.1.5 - The original project area map provided in the RFP.

# DRAFT EXHIBIT 25-D - Beyond Bike Lanes – Elevating Santa Fe Street Project

## EXHIBIT 25-D

### REQUEST FOR PROJECT SCOPE CHANGE (Local ATP Projects)

**Project Name:** Beyond Bike Lanes – Elevating Santa Fe Street Project

**Implementing Agency:** City of Visalia

**ATP Cycle:** Cycle 7 – Non-Infrastructure

#### Introduction / Background

The City of Visalia respectfully submits this Request for Project Scope Change for the Beyond Bike Lanes – Elevating Santa Fe Street Project an Active Transportation Program (ATP) Cycle 7 Non-Infrastructure award.

Following the grant award, the City conducted a detailed review of the approved Non-Infrastructure outputs and associated budget assumptions to confirm feasibility, delivery quality, and alignment with current corridor conditions. This review incorporated updated school location and attendance zone mapping, refined participation assumptions, and a delivery risk assessment across the full implementation period.

Based on this review, the City proposes targeted revisions to Non-Infrastructure outputs and associated budget allocations that preserve ATP eligibility and intent while improving delivery certainty, safety outcomes, and accountability.

#### 1. Explanation of the Proposed Scope Change

The proposed scope change consists of:

- Adjustments to the **quantity and distribution of approved Non-Infrastructure outputs**, and
- Corresponding refinements to **budget assumptions** necessary to support the effective delivery of the revised outputs, including the hours and materials needed to deliver the adjusted outputs.

The proposed changes:

- Do **not** alter the project’s geographic limits
- Do **not** change the fundamental purpose or eligibility of the project
- Do **not** introduce new activity types outside ATP Non-Infrastructure categories
- Do **not** increase total ATP funding or request additional allocation

**Revised Output Table - Beyond Bike Lanes – Elevating Santa Fe Street Project**

<b>CTC Approved Output</b>	<b>Originally Approved Numbers</b>	<b>Revised Numbers for CTC Approval</b>
Bicycle Skills Classes	32	32
Community Biking Challenges	8	8
Community Demonstrations / Events	10	10
Community Bike Rides	32	24
Community (line item #5 in sheet)	12	12
Afterschool Programs	5	1
Bike Rodeos (SRTS)	10	2
SRTS Encouragement Days	32	9
School Assemblies w/ ...	5	5
Schools w/ Bicycle Train Programs	4	1

A detailed explanation of the rationale behind each of the revised outputs is provided in **Appendix A**.

## Scope Review Methodology and Rationale for Proposed Revisions

The proposed revisions to the Beyond Bike Lanes – Elevating Santa Fe Street Project Non-Infrastructure outputs and related budget assumptions were developed through a structured, delivery-focused review process. This process aimed to ensure that approved outputs remain feasible, effective, and compliant under current implementation conditions.

The CTC-approved Non-Infrastructure outputs, schedules, and budget assumptions were reviewed and amended to ensure that the program can be delivered successfully over the three-year project period. The review considered both conditions specific to the Elevating Santa Fe Street Project area and the practical implications of delivering all three ATP Cycle 7 projects concurrently.

This review methodology included the following steps:

- **Review of approved ATP materials**

The original Cycle 7 application, CTC-approved outputs, and supporting budget assumptions were reviewed to confirm continued alignment with ATP eligibility requirements, project intent, and performance expectations. This review provided the baseline against which feasibility, delivery risk, and program effectiveness were assessed.

- **Best practice and local partner consultation**

Discussions with practitioners who understand which activities work well in practice and constitute best practice—along with those that are less impactful or more difficult to deliver effectively—were incorporated into the review. Consultation with people delivering this work in Visalia helped ensure that proposed outputs reflect both national best practice and local delivery realities.

- **Verification of schools and corridor conditions**

School locations and attendance zones within and adjacent to the Elevating Santa Fe Street Project area were mapped and verified to establish an accurate count of eligible schools. This verification informed adjustments to school-based Safe Routes to School education and encouragement outputs to better align with the number of eligible sites in the project area.

- **Assessment of delivery feasibility and implementation risk**

Careful consideration was given to how many of each output is appropriate for the project area to achieve the aims of the project and also be realistically delivered over the three-year period. Participation assumptions, volunteer reliance, weather sensitivity, local context, and national best practices were evaluated to identify outputs where adjustments would improve certainty of completion without reducing overall community benefit.

- **Review of program quality, safety, and incentive assumptions**

Incentive quantities, unit costs, and safety standards were reviewed to ensure that budgeted materials — such as bicycle locks and helmets — meet their intended safety and security purpose and reflect best-practice ATP Non-Infrastructure program delivery. These reviews informed refinements to budget assumptions to improve program quality, safety outcomes, and accountability.

- **Evaluation of coordinated delivery across three projects**

Following the award of all three ATP Cycle 7 projects, opportunities for coordinated planning and more cost-effective delivery were reviewed for adjacent geographies and similar output types. This evaluation sought to reduce unnecessary duplication while maintaining clear accountability, reporting, and compliance for each individual grant.

This combined methodology and review process was used to develop both the revised output recommendations and the qualitative estimates of impacts on walking, bicycling, and safety presented in later sections of this document. All revised outputs remain eligible under the ATP Non-Infrastructure Program and preserve or improve the net benefits identified in the original application.

Detailed output-by-output rationale and supporting corridor school mapping are provided in Appendices A and B.

## **4. Impact of the Proposed Scope Change on Project Cost**

### **4.1 Overall Project Cost**

The proposed scope and output revisions do not materially change the total approved project cost.

- **Original Total Project Budget:** \$590,660
- **Revised Total Project Budget:** \$590,487

There is no change to the ATP funding request as a result of the proposed scope changes.

The minor net change in total project cost reflects refinements to delivery assumptions and budget allocations to better align with revised outputs and implementation realities, rather than any expansion of project scope.

### **4.2 Summary of Budget Refinements by Task**

Budget refinements were made to align with the revised outputs and updated delivery assumptions identified through the scope review process.

#### **Task A – Bicycle Friendly Driver Training (for Motorists)**

This project is one of three similar ATP projects implementing Bicycle Friendly Driver Training in Visalia. As a result, the original budget assumption for program development costs can be proportionally shared across the three projects, reducing the cost allocation for Task A within this project. Delivery and distribution of the training remain project-specific, and associated delivery costs are unchanged.

### **Task B – Bicycling Online Engagement Platform**

Task B includes workshops, education, community engagement, surveys, and tracking of changes in transportation behavior. Additional detail was incorporated to more accurately reflect the staffing roles, hours, and rates required to deliver these elements effectively. The Task B budget has been adjusted to reflect refined staffing assumptions and expanded outreach coordination aligned with actual delivery needs.

### **Task C – Community-Led Bike Rides and Bicycle Education**

The amount of on-the-ground bicycling education trainer hours was adjusted to align with the revised number and distribution of outputs, including bike rodeos, led rides, and related education activities.

The original budget also included a relatively large allocation for incentives and materials, including helmets, bicycle locks, lights, and other items. Based on updated participation assumptions and population context, the quantity of incentive items was reforecast to better match planned activities and avoid over-procurement.

In addition, the review identified that a significant share of the original budget would have been directed toward incentives rather than training, outreach, and coordination activities that are essential to effective engagement. As a result, a portion of the budget was reallocated toward community outreach, engagement, project coordination, monitoring, and evaluation to better support program effectiveness.

### **Task D – Senior Project Manager**

No change. The budget remains at \$180,000 to cover City staff time required to manage and oversee the project over the three-year period.

## **4.3 Explanation of Material Budget Adjustments**

### **Adjustment of Staffing Hours**

Staffing hours were adjusted to reflect the revised outputs and scope. Budget allocations were updated accordingly to ensure sufficient capacity to deliver the revised program elements while maintaining overall cost control.

### **Bicycle Lock Quantity and Unit Cost Adjustment**

The originally approved project budget included 1,000 bicycle locks at an estimated unit cost of \$15 per lock. Upon further review, it was determined that locks at this price point would not reliably meet the intended program objective of preventing bicycle theft, particularly for participants who rely on bicycles for essential transportation.

To ensure incentive items fulfill their intended safety and security purpose, the revised budget reflects procurement of 300 higher-quality bicycle locks at an estimated unit cost of \$41 per lock, selected to meet a minimum security threshold appropriate for everyday use.

### **Helmet and Safety Equipment Adjustments**

Helmet and safety equipment quantities were refined to reflect revised output levels and verified participation assumptions, ensuring adequate supply without over-procurement. Unit costs remain consistent with original assumptions and ATP eligibility guidance.

### **Staffing Rate and Role Refinements**

Staffing allocations were refined to reflect realistic professional service rates and clearer role definitions, such as senior outreach specialist, outreach coordinator, and evaluation support. These refinements improve accountability, clarity, and delivery quality without increasing the total project cost.

## **5. Impact on the Project's Ability to Increase Walking and Bicycling**

The proposed scope and budget revisions **maintain or improve the project's ability to increase walking and bicycling.**

While certain activity counts are reduced, these changes are offset by increased emphasis on the activities that have been determined will be most effective for the local project area. It's important to note that some activities will reach more people than others (e.g. one school-wide SRTS day will reach more people than one bicycle skills class) or have a greater efficacy of encouraging mode shift, therefore, reduced output counts in certain activities don't directly correlate with the number of people engaged and the level of mode shift achieved.

**Overall, the revised output mix preserves the net benefit anticipated in the original ATP application.**

## **6. Impact on the Project's Ability to Improve Safety**

The revised scope strengthens safety outcomes by:

- Focusing the budget on delivering bike safety training and engaging people in this training. Via reallocating budget from incentives to these budget lines.
- Prioritizing high-quality safety equipment and ensuring incentive items meet their intended protective purpose
- Delivering the most appropriate activities for each community at the most appropriate frequency during the project.

**No reduction in anticipated safety benefit is expected as a result of the proposed changes.**

## 8. MPO Approval

Not applicable.

The Elevating Santa Fe Street Project was funded through the **Small Urban and Rural** component of the Active Transportation Program.

### Additional Questions

**Does this scope change require revalidation of the environmental document?**

**No.**

The proposed changes are limited to Non-Infrastructure program outputs and budget refinements and do not affect physical project elements or environmental assumptions.

### Public Outreach Related to the Scope Change

The proposed revisions respond to verified implementation conditions and do not alter the project's overall engagement intent or community focus.

### Conclusion

The City of Visalia respectfully requests approval of the proposed Non-Infrastructure output and budget refinements for the Elevating Santa Fe Street Project. The revisions preserve ATP eligibility and intent, improve delivery certainty and safety, and position the project for successful and accountable implementation within the Cycle 7 grant period.

### Attachments

- **Appendix A** – Detailed Revision Rationale By Output - Elevating Santa Fe Street Project
- **Appendix B** – School Location and Attendance Zone Mapping

## Appendix A – Detailed Revision Rationale By Output - Elevating Santa Fe Street Project

Output Category	Approved	Revised	Rationale
Bicycle Skills Classes	32	32	<p><b>Output Description:</b> Typically, small group bicycle skills training classes, with 1-2 qualified League biking Instructors (LCIs) (number of instructors depends on the number of sign-ups per class)</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> The number of classes is over the course of the three-year project, averaging approximately one Bicycle Skills Class per month. We have direct control over the delivery with local LCI bike instructors (not reliant on volunteers or other unknowns), and we're confident we can encourage enough people we engage with to attend a bicycle skills class and build their confidence to fill a class per month.</p>
Community Biking Challenges	8	8	<p><b>Output Description:</b> Community-wide challenges, workplaces and community groups can compete in a fun challenge that encourages more people to ride and walk more often, and for transportation. Includes a school-focussed challenge as one of the 3 challenges delivered each year, along with a Bike Month Challenge (May) and Biketober challenge (Biketober). Challenges are hosted on the Love to Ride platform, and are scalable and economic community engagement, encouragement and education.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> These challenges are a known program that we have a tried and tested track record of delivering in communities in California, as well as across the country. We can deliver 2 community challenges and 1 school-focussed challenge per year, so 9, but have budgeted for and recommended 8 to guarantee delivery of this outcome within the timeframe. These challenges will also engage the community and provide an audience for other NI</p>

			programming (e.g. people who could attend bike skills classes, community rides, etc).
Community Demonstrations / Events	10	10	<p><b>Output Description:</b> Public-facing events designed to promote new or improved infrastructure or routes as they come online, demonstrate safe bicycling practices, distribute educational materials, and/or engage residents in active transportation.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> Delivering 3-4 of these events per year in the project area is an achievable output, it's not expensive, and will support community engagement, safer biking, and infrastructure promotion efforts.</p>
Community Bike Rides	32	24	<p><b>Output Description:</b> Guided group rides led by qualified ride leaders that introduce participants to bicycling on streets or trails, emphasize safety skills, and increase comfort and confidence riding in real-world conditions.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> To engage the community and build demand for led group rides, it will likely take some time to build an audience to invite to group rides. Ideally, these would be run monthly, but we have recommended a reduced total number to guarantee delivery of this output, especially given that weather conditions might cause some community rides to be cancelled, or lower demand at some times of the year when it's too hot or too cold for some people.</p>
Community Outreach (Line Item #5)	12	12	<p><b>Output Description:</b> Targeted engagement activities designed to reach priority populations through in-person outreach, multilingual materials, partnerships with community-based organizations, and culturally responsive communication.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> Delivering 4 of these events per year in the project area is an achievable output, it's not very</p>

			expensive, and will support community engagement, safer biking, and infrastructure promotion efforts.
Afterschool Programs	5	1	<p><b>Output Description:</b> Structured, school-adjacent educational programs delivered outside regular school hours that teach bicycle and pedestrian safety, build travel skills, and encourage active travel to and from school.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> In the Sante Fe project area is only 1 elementary schools n the Santa Fe project areas), 1 middle school and 1 high school. Afterschool program engagement can be challenging to set-up given it can often rely on the willingness of 3rd parties (afterschool program organizations) and therefore it makes it hard to commit to 5 programs being establish as a guaranteed output of the program.</p>
Bike Rodeos (SRTS)	10	2	<p><b>Output Description:</b> Hands-on, skills-based safety events - typically for elementary-age students - focused on bicycle handling, traffic awareness, helmet use, and basic rules of the road.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> There is only 1 elementary school in the Sante Fe project area.</p>
SRTS Encouragement Days	32	9	<p><b>Output Description:</b> Single-day school-based events that encourage walking or bicycling to school, supported by incentives, family outreach, and classroom activities.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> There are not enough schools in the Santa Fe project area to carry out 32 SRTS Encouragement days. There are only 3 total schools in the area. To achieve the original output, we'd need to get every school onboard (it can be difficult to get 100% buy-in from every school) and run 3 days a year at each</p>

			school. Revised output to 9 days to guarantee delivery of these outputs.
School Assemblies	5	5	<p><b>Output Description:</b> School-wide educational presentations focused on bicycle and pedestrian safety, active travel benefits, and awareness of safe travel behaviors.</p> <p><b>Recommended Adjustment:</b> None</p> <p><b>Rationale:</b> Given there is 1 elementary schools and 1 middle school, we will carry out at least 5 assembly presentations during the course of the project (approximately 1 per year over 2 schools)</p>
Schools with Bicycle Train Programs	4	1	<p><b>Output Description:</b> Organized group bicycling programs where students ride to school together along a planned route under adult supervision, building safety, confidence, and consistency in active school travel.</p> <p><b>Recommended Adjustment:</b> Reduction</p> <p><b>Rationale:</b> Parent buy-in and volunteers are essential for the success of a Bike Train program. We will have a paid ride leader for each bike train to provide training, safety support, route planning, and guide the founding, organization and growth of each bike train; however, it's much harder to guarantee the number of outputs when the output is so reliant on volunteers and parental buy-in for its successful implementation and delivery. Running regular bike trains (as per best practice) will also have high initial running costs and absorb a lot of the budget.</p>

## Appendix B – School Location and Attendance Zone Mapping

To review and then develop accurate school outputs, we have:

1. Reviewed the Visalia Unified School District maps and overlaid the projects and project areas. We looked at both school location but also importantly looked at the catchment areas for each school in each project area and the direction of travel that students at those schools will take to help determine which schools should be in which project areas.
2. We have also looked at schools as community hubs, through which we can engage the local communities in close proximity to the project areas (both parents and children who live close by) even if the catchment area for some of those schools doesn't directly contain a project corridor, but is close to it.
3. From developing and analyzing these various maps, we have determined accurate numbers for the schools and then the feasible and appropriate number of school-based events and outputs for each project area.

You can see some of the maps we created and analyzed below.

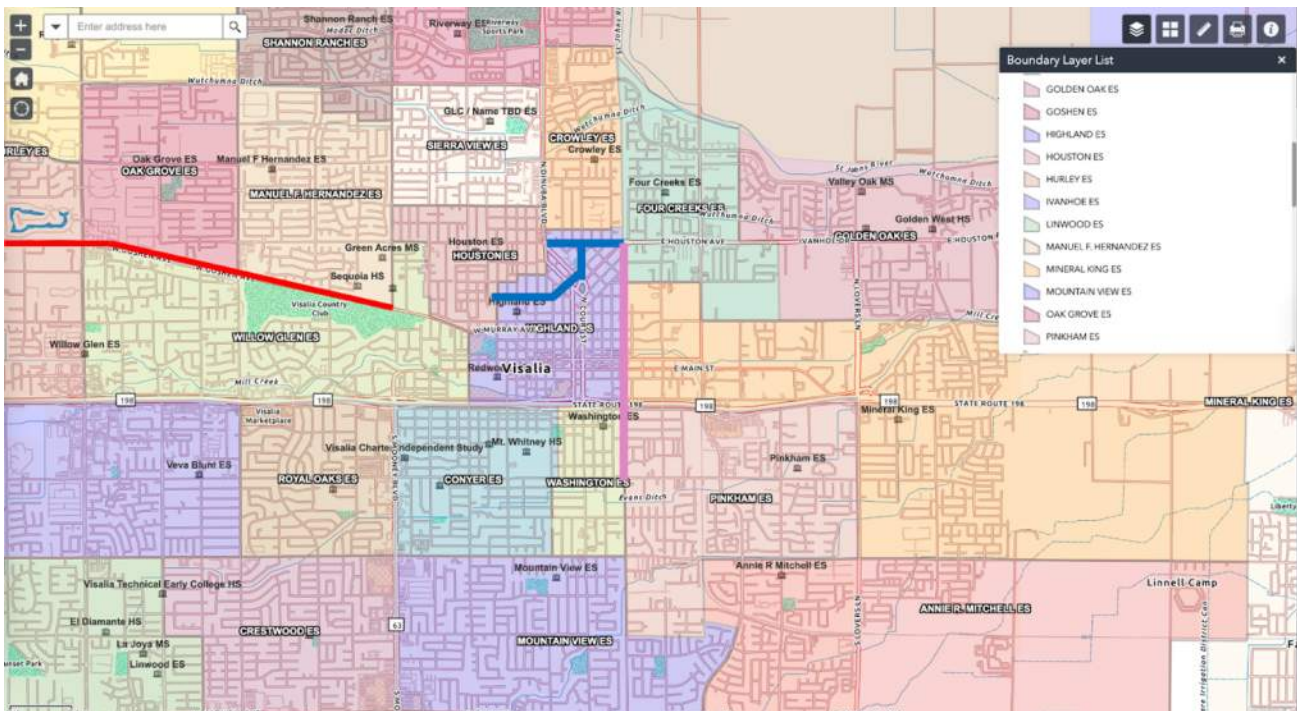


Image C.4.1.1 - Showing the location of **elementary schools** and their catchment areas with respect to the three project areas.

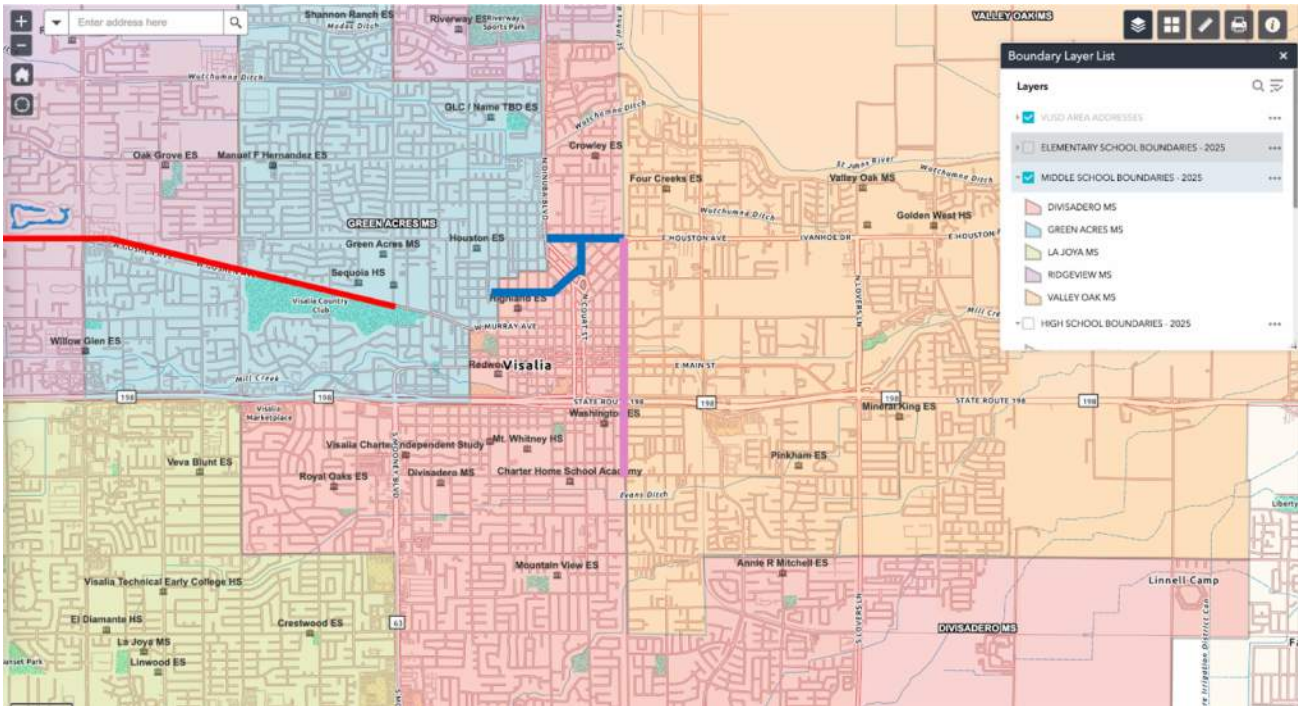


Image C.4.1.2 - Showing the location of **middle schools** and their catchment areas with respect to the three project areas.

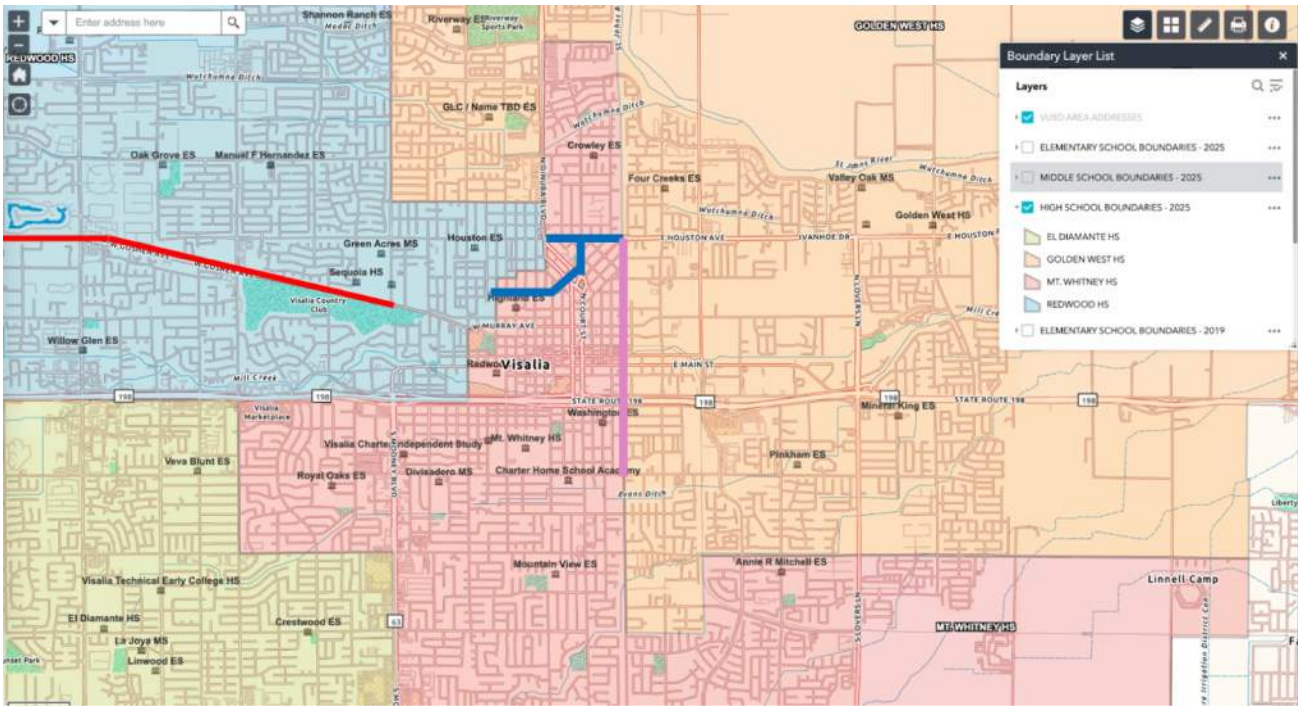


Image C.4.1.3 - Showing the location of **high schools** and their catchment areas with respect to the three project areas.

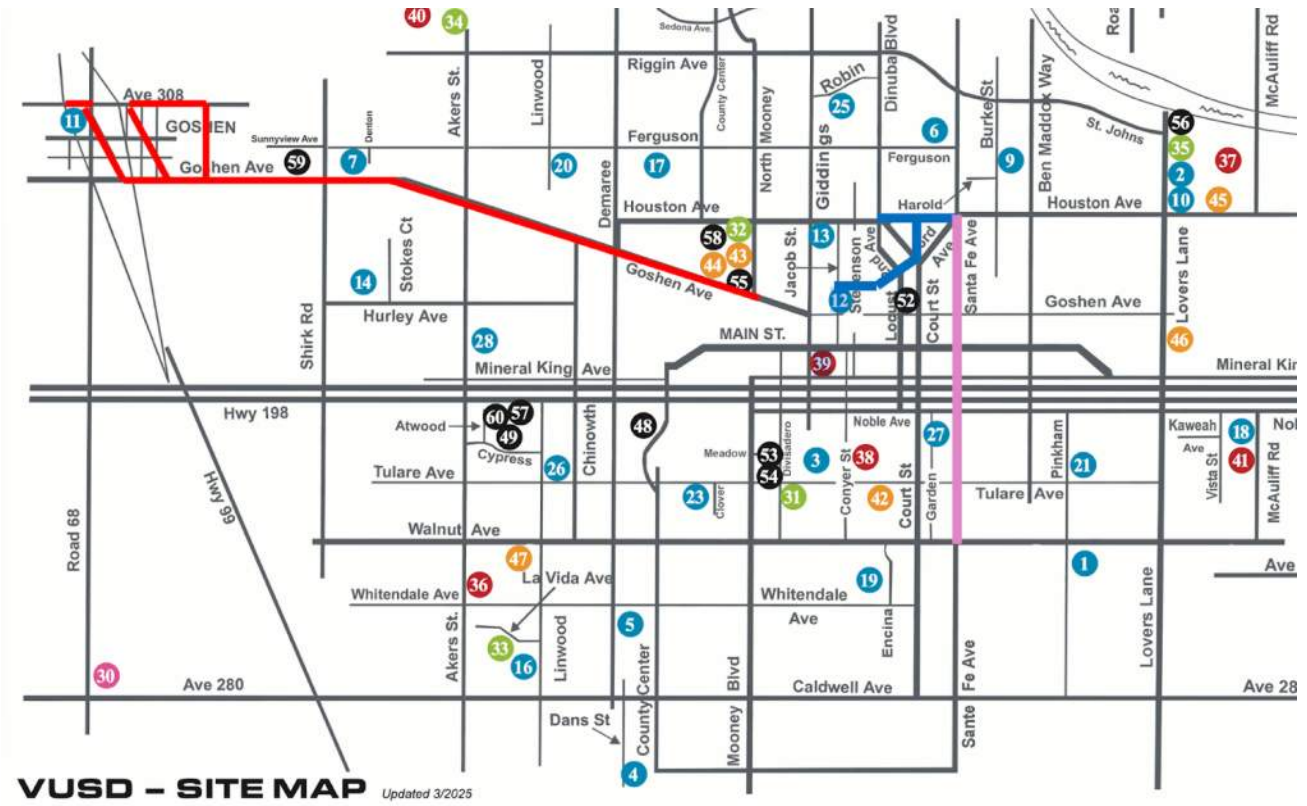


Image C.4.1.4 - Showing the location of VUSD schools

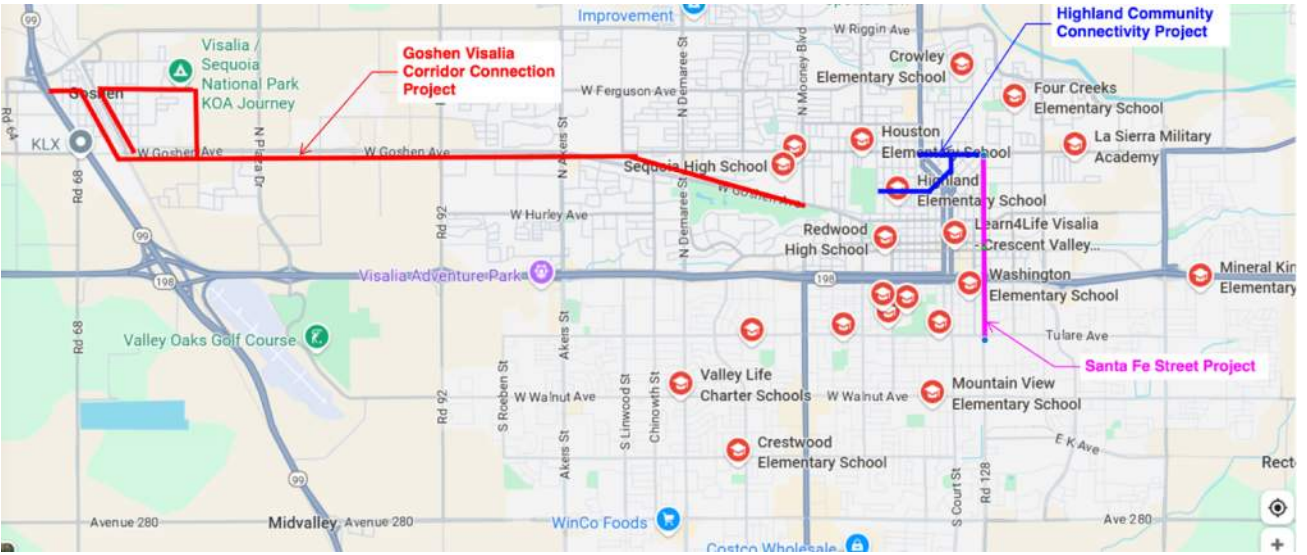


Image C.4.1.5 - The original project area map provided in the RFP.

- Oversee development of project management plans, QA/QC procedures, reporting frameworks, and risk mitigation strategies.
- Ensure programs remain on schedule and within approved budgets while supporting audits, reviews, and funding agency inquiries.
- Guide engagement strategies that balance digital tools with in-person delivery, ensuring equitable participation and sensitivity to privacy and data concerns.

#### SELECTED PROJECT AND PROGRAM EXPERIENCE

Santa Cruz County, California  
Senior Program Lead

Supported long-running countywide active transportation and behavior change programs delivered in partnership with local agencies and nonprofit organizations. Managed sustained program delivery over multiple years, emphasizing consistent implementation, reporting, and accountability. Supported integration of engagement programs with county and regional planning efforts, and helped agencies demonstrate measurable outcomes tied to safety, mode shift, and community participation.

State of Florida – District-Level Active Transportation and Multimodal Programs  
Senior Project Lead

Managed active transportation and multimodal behavior change programs delivered at the district level. Coordinated implementation across multiple jurisdictions within district boundaries, aligning delivery with district priorities and reporting requirements. Supported compliance, documentation, and performance reporting consistent with state transportation objectives.

Houston-Galveston Area Council, Texas  
Senior Program Lead

Led regional active transportation and behavior change initiatives supporting one of the largest metropolitan planning organization regions in the country. Coordinated with MPO staff, local jurisdictions, and partner organizations to deliver programs aligned with regional mobility, safety, and air quality goals. Supported data-driven reporting and documentation to inform planning, evaluation, and future investment decisions.

Regional and Statewide Active Transportation Deployments (Multiple States)  
Program Lead

Led statewide and multi-region programs using coordinated delivery models that balance centralized governance with local customization. Supported MPOs and regional agencies in maintaining consistent delivery, reporting, and compliance across diverse local contexts.

#### LEADERSHIP AND DELIVERY APPROACH

Brings structure, clarity, and follow-through to complex programs with multiple stakeholders and funding constraints. Demonstrates a strong ability to bridge strategy and execution, from high-level program design to tactical implementation oversight. Operates with a collaborative leadership style grounded in accountability, transparency, and public-sector trust. Possesses a deep understanding of how non-infrastructure and multimodal programs operate in practice.

## **Appendix B – Resumes of Key Personnel**

# Thomas Stokell - Resume

Founder & Chief Executive Officer | Love to Ride, LLC

Active Transportation • Behavior Change • ATP / Federal & State Grant Delivery

## Professional Summary

Founder and Chief Executive Officer of Love to Ride, an internationally recognized active transportation and behavior change consultancy delivering large-scale, grant-funded non-infrastructure programs for cities, regions, MPOs, and state agencies. With more than 20 years of leadership experience in bicycling, walking, and sustainable transportation, Thomas brings deep expertise in ATP-eligible program design, community engagement, Safe Routes to School, data-driven behavior change, and audit-ready program delivery.

Thomas has led the design and implementation of hundreds of non-infrastructure active transportation programs across North America, the UK, Australia, and New Zealand, supporting cities to achieve measurable mode shift, equitable engagement outcomes, and full compliance with state and federal funding requirements. As CEO, he serves as executive sponsor, technical advisor, and senior reviewer for all ATP-funded and federally funded work undertaken by Love to Ride.

## Professional Experience

### Love to Ride, LLC

Founder & Chief Executive Officer | May 2014 – Present

Founded and lead Love to Ride, a global active transportation behavior change consultancy and technology platform supporting cities, regions, MPOs, nonprofits, and employers.

#### Relevant Experience & Achievements:

- Led delivery of active transportation programs in 200+ cities across 12 countries
- Supported 50+ regional and metropolitan planning organizations worldwide
- Engaged ~700,000 participants, including 140,000+ new or infrequent riders
- Designed and implemented education, encouragement, and evaluation programs
- Oversaw development of digital engagement and data platforms used for program tracking, reporting, and GIS-compatible outputs
- Directed multi-phase programs integrating Safe Routes to School, community rides, bicycle education, and driver awareness training
- Provided executive oversight for grant compliance, reporting, and audit readiness

As CEO, Thomas personally oversees all ATP-funded and federally funded work, ensuring program scopes are realistic, defensible, equitable, and fully compliant with funding requirements.

## Civic Dinners (Inclusivv)

Co-Founder & Advisor | 2014 - Present

Co-founded a civic engagement platform enabling cities, regions, nonprofits, and community leaders to convene structured, facilitated conversations around complex public issues.

### Relevant Experience:

- Designed engagement processes for cities and civic institutions
- Built tools and methodologies for inclusive, place-based community engagement
- Experience directly applicable to ATP community outreach, stakeholder engagement, and equity-focused programming

## M.K. Gandhi Institute for Nonviolence

Board Member | March 2014 - January 2020

Served on the Board of a nationally recognized nonprofit promoting nonviolence, community leadership, and civic responsibility.

### Relevant Experience:

- Governance and fiduciary oversight
- Strategic guidance for education and community programs
- Emphasis on equity, trust-building, and community-centered approaches

## Challenge for Change Ltd

Managing Director / Founder | December 2008 - May 2014

Founded and led a behavior change consultancy delivering **cycling, walking, and sustainable transport campaigns** for public agencies and employers.

### Relevant Experience:

- Designed and delivered large-scale travel behavior change campaigns
- Managed program delivery, marketing, and reporting
- Direct predecessor to Love to Ride's current non-infrastructure program model

## 90 Seconds

Director (UK) | April 2011 - February 2014

Established and scaled the UK arm of an international media company.

### Relevant Experience:

- Organizational setup and early-stage scaling
- Marketing, communications, and stakeholder engagement
- Experience applicable to public-facing campaign delivery and messaging

## HSC - New Zealand

Marketing Executive | 2005 - 2007

National Bike Week Coordinator | 2001 - 2004

Early career roles designing and coordinating national bicycle promotion campaigns based on behavior change theory and techniques.

### Relevant Experience:

- Delivery of nationwide bicycling encouragement programs
- Coordination of partners, events, and public communications
- Longstanding professional focus on bicycling and active transportation

## Education

Bachelor's Degree (Marketing)

Victoria University of Wellington, New Zealand

Laura Cisneros  
Senior Project Manager | Public Sector Austin, TX (Remote)  
512-750-9584 | lauraannecisneros@gmail.com  
linkedin.com/in/laura-cisneros-texas

## Professional Summary

Senior Project Manager with 8+ years of experience leading complex, multi-stakeholder initiatives for states, cities, regional agencies, nonprofits, and community partners. An ecosystem thinker with a proven ability to manage multijurisdictional nuance while leading projects from RFP through delivery. Highly adaptable relationship-builder deftly deploying empathy to bring about consensus. Brings deep expertise in transportation, urban mobility, and public-sector systems, with a strong track record of coalition-building, facilitation, KPI tracking, and adaptive problem-solving to move projects from planning to implementation.

## Core Skills & Competencies

- Project & Program Management
- Scope, Schedule & Risk Management
- Strategy & Implementation Planning
- State & Federal Compliance
- Multi-Jurisdictional Coordination
- Cross-Functional Team Leadership
- Grant & Funding Strategy
- Performance Reporting & Documentation
- Active Transportation & Multimodal Programs
- Community Engagement, Facilitation, Workshops & Convenings
- Project Management Tools (Asana, Monday, Trello)
- District & MPO Partnerships

## Professional Experience

Love to Ride – Regional Sales Executive / Senior Project Lead  
2018 – Present | Remote

LOVE TO RIDE, LLC  
Senior Account Executive / Project & Program Lead  
2018 – Present

Serve as senior project and program lead for nationally scaled active transportation and multimodal initiatives delivered in partnership with state DOT districts, MPOs, regional councils of governments, and local jurisdictions. Responsible for guiding agencies from program definition through implementation, compliance, reporting, and performance evaluation.

Key responsibilities and accomplishments include:

- Lead delivery of complex, multi-year non-infrastructure and behavior change programs funded through State and Federal transportation sources.
- Manage national and regional accounts spanning multiple jurisdictions, often operating concurrently under different funding, reporting, and approval frameworks.
- Translate grant applications, approved outputs, and policy objectives into defensible scopes of work, implementation schedules, and performance measures.
- Direct cross-functional internal teams (project management, data, product, marketing, and engagement) and external partners to ensure coordinated delivery.
- Serve as primary point of contact for agency project managers, ensuring alignment on expectations, approvals, documentation, and reporting cadence.
- Support agencies in scope refinement, output revisions, and implementation adjustments required to reflect on-the-ground conditions while maintaining eligibility and compliance.

# Laurence Boon

## Impact Oriented Product Leader



### SUMMARY

I'm a collaborative and mission-driven product leader who enjoys rallying teams around meaningful work. I care deeply about generating outcomes that make a real difference – whether that's helping people travel more sustainably, lead happier lives or simply feel slightly more invigorated thanks to exercising.

Over the years, I've contributed to the growth and evolution of multi-million pound organisations, shaped impactful digital products, and helped dozens of direct reports flourish.

### EXPERIENCE

Head of Product / Senior Product Manager

Love to Ride LTD

Aug 2021 - Present - 4 years, Bristol

Directly collaborated with CEO to design and deliver a transformational roadmap. Aided the business in expanding it's customer offer into an adjacent vertical growing revenue by 30%. Lead and manage both web and app teams and sit on the Management Team.

Much of my time has been focused on delivering new capabilities and technical milestones (automatic logging, route rating, GIS tools), we are presently moving into a growth and optimisation phase.

Group Product Manager (and various other roles)

Blackhawk Network / Cyclescheme

Nov 2016 - Aug 2021 - >4 years, Bath

I slowly transitioned from leading Cyclescheme's marketing effort to leading it's product effort. This also bloomed into supporting the launches of sister products such as Childcarescheme, Phonescheme and Techscheme.

I led both external and internal resources to achieve business goals. Highlights included managing the adoption of new legislation to grow sales which ultimately increased profit by over £1m, leading the effort to make an the enterprise GDPR ready and innovating in the salary sacrifice space for city hire bikes and bikes on demand.

lcrboon@gmail.com

+44 7590 833623

Bridport, Dorset

### Industry Knowledge

Discovery

Strategy

Roadmapping

Planning

Project Management

Wireframing

AI

SEO/CRO

Analytics

### Tools & Technologies

Jira, Product board, Notion, Figma, Slack, Google Workspace, GA4/Firebase Analytics, Hot Jar, Intercom, Emarsys, Metabase...

### Other Skills

Basic HTML, Marketing, People Management, Entrepreneurial Operating System (EOS), Privacy/compliance...

### Social

[www.linkedin.com/in/laurence-boon/](https://www.linkedin.com/in/laurence-boon/)

## Board Member

### Cycle to Work Alliance

Aug 2020 - Aug 2021 - 1 year, London

The Cycle to Work Alliance is a policy coalition of five of the leading providers of the cycle to work scheme, including Cyclescheme, Cycle Solutions, Evans Cycles, Halfords, and Vivup.

I represented Cyclescheme on the alliance where I collaborated with competitors to secure the future of the scheme and expand its reach, breadth and impact.

## Marketing Manager

### GrassRoots (GRG) / Cyclescheme

Jan 2013 - Nov 2016 - 4 years, Bath

I developed and executed strategic marketing initiatives across Cyclescheme, Computingscheme, Phonescheme, and Childcarescheme. I covered B2B/B2B2C/B2C campaigns, digital advertising, and brand communications.

I was responsible for the inception, organisation and execution of Cycle to Work Day. Previous events saw #cycletworkday trend on Twitter as a result of tens of thousands of people taking to the saddle and documenting their journeys on social media. The event enjoyed widespread national media coverage (broadcast, print & digital) and inspired hundreds of people to run events across the UK.

## Founder

### Impact of the Drop

Apr 2005 - present - >19 years, Bath/Bristol/Bridport

In April 2005 I founded Impact of the Drop. We were one of Bath's longest running underground club nights.

The night was born of a desire to share the music that my friends and I are passionate about. We wanted to give revellers a glimpse at the calibre of club night you would more often find in London, Berlin or Barcelona! I still run events intermittently.

## Education

### Bath Spa University

#### Bachelor's Degree

#### Media Communications and Cultural Studies

2005 - 2008 - Grade: 2:1

## Courses

### Diploma in Promotional Marketing - Distinction,

### Essentials of Management

### (residential), various

### analytics...

## Accolades

### Represented Cyclescheme on

### You & Yours - Radio 4,

### selected for BikeBiz's 2012 -

### 30 under 30, worked with

### Chris Boardman on

### ChooseCycling campaign,

### guest speaker at House of

### Lords e-bike workshop...

## Recent Projects

### Increase awareness of Rate

### my Routes feature, publish

### free-to-access versions of the

### Biking Feedback Map, email

### automation upgrade...

## Favourite Recommendation

### "Laurence is a great product

### manager and a true cycling

### and product firebrand. He

### stands out at Love to Ride as

### someone who is actively

### involved and influential

### across all areas of the

### business, consistently giving

### 100% in every situation—a

### rare quality..."

## Global Head of Projects

### Professional Profile

Executive program and project leader responsible for managing Love to Ride's global projects team and ensuring the successful delivery of complex, multi-market active transportation and behavior change programs. Oversees large, distributed project portfolios with a focus on delivery assurance, operational discipline, and performance management. Provides senior leadership across project management, behavioral science, data and insights, and regional delivery teams to ensure campaigns are implemented smoothly, risks are proactively managed, and reporting is accurate, defensible, and decision-ready for public agencies, funders, and executive stakeholder

### CORE RESPONSIBILITIES

- Provide strategic leadership for Love to Ride's global projects portfolio, spanning North America, Europe, and Australasia
- Manage and mentor the global projects team, including project managers, regional leads, behavioral specialists, and delivery partners
- Direct the planning and execution of large-scale, multi-market campaigns such as Cycle September and Winter Wheelers
- Establish and maintain project governance frameworks covering scope, budgets, schedules, risk management, and quality assurance
- Standardize project management tools, workflows, and reporting across the organization (including Asana, CRM, and internal dashboards)
- Oversee research, evaluation, and reporting functions to ensure defensible, high-quality behavioral and mode-shift analysis
- Ensure all programs are grounded in behavior change science, including the Fogg Behavior Model, COM-B, and Nudge theory
- Act as senior internal advisor on project feasibility, scalability, and delivery risk for new partnerships and innovation pilots

## SELECTED PROJECT HIGHLIGHTS

### Atlanta Regional Campaign (United States)

- Oversaw the strategic delivery of a multi-year Love to Ride program supporting the Atlanta Regional Commission
- Guided cross-team coordination to deliver large-scale participation outcomes, including millions of logged miles and measurable engagement across employers and residents
- Ensured robust reporting and evaluation to support regional transportation, air quality, and public health objectives

### Venice Demonstration Project (Italy)

- Led the planning, strategy, and winning approach for Love to Ride's Venice Demonstration Project in partnership with UrbanTide
- Directed development of a data-driven, behavior-change-led pilot integrating mobility data, stakeholder engagement, and localized campaign design
- Oversaw delivery planning grounded in behavioral science and scalability, positioning the project as a transferable model for other European cities
- Development of Love to Ride Walking Program
- Oversaw the strategic development and launch of Love to Ride's walking program, expanding the platform beyond cycling
- Guided integration of walking into existing behavior change frameworks, campaigns, and reporting tools
- Ensured the program aligned with public-sector needs around inclusivity, accessibility, and short-trip mode shift

## OPERATIONAL & GOVERNANCE LEADERSHIP

- Built and maintained a global "center of excellence" for project delivery, ensuring consistency across regions while allowing for local adaptation
- Implemented standardized project controls for budget tracking, risk escalation, and performance monitoring
- Led internal reviews of delivery performance to continuously improve efficiency, quality, and partner satisfaction
- Supported executive leadership with clear, data-driven reporting on project outcomes, risks, and strategic opportunities

# Livy Wallis

Project Manager | [livy@lovetoride.net](mailto:livy@lovetoride.net) | Bristol, UK

Experienced Project Manager with over three years at Love to Ride, delivering complex, multi-stakeholder active travel and behaviour change projects across the United States, UK, and Europe.

## PROFESSIONAL EXPERIENCE

### Love to Ride — Project Manager

2023 – Present

- Lead the end-to-end delivery of active travel and behaviour change programmes across the US, UK and Europe, ensuring projects are delivered on time, within scope, and to client expectations.
- Currently project managing the Love to Ride project in Shasta County, California, coordinating local authorities, partners, and internal teams.
- Oversee multiple concurrent projects across different geographies and time zones, balancing competing priorities and deadlines.
- Act as the primary point of contact for clients, maintaining strong relationships and clear communication throughout the project lifecycle.
- Track project progress, risks, and budgets, producing clear updates and reports for internal and external stakeholders.

### Love to Ride — Project Administrator

2022 – 2023

- Supported the Love to Ride team across UK and international active travel projects.
- Liaised with partners and clients to support smooth project coordination.
- Developed a detailed understanding of Love to Ride's platform, delivery model, and behaviour change approach.

## EARLIER EXPERIENCES (SELECTED)

### Climate Emergency Engagement Assistant — De Montfort University (Remote)

2022

- Conducted research into community, voluntary, and business climate action.

### Account Executive — Campus Group, London

- Managed client accounts and supported the delivery of nationwide student engagement campaigns, coordinating ambassadors and internal teams.

## EDUCATION

### MSc Sustainability and Behaviour Change (Distinction)

Centre for Alternative Technology | 2020 – 2022

### BA Geography with Year Abroad (Upper 2:1)

University of Manchester | 2015 – 2019

Year Abroad: University of Hong Kong

**Mark Wall**  
**Public Transit Professional**  
**Cyclist, Active Transportation Advocate**



**Background**

After a very rewarding 40-plus-year career in public transit planning and management, my “retirement” focus is on projects that I love. These may include innovative transit projects, but will certainly include bicycle and pedestrian advocacy. My professional experience includes organization building and development, policy analysis, and leadership roles with a variety of organizations. I am very proud that I have been referred to as the leading advocate for rural transportation in California. All of this translates well into my desire to work locally with policy makers, planners, engineers, and community organizations to help create a bike and pedestrian friendly atmosphere that enhances quality of life.

**Transit Experience**

**Principal - Mark Wall Associates**

**Lake Transit Authority (1996 – 2025) Lake County, CA**

As General Manager for 23 years, and consultant advisor for the past six years, guided formation of the joint powers authority in July 1996, and developed service plans, facilities, and funding programs. Lake Transit is a leading rural transit provider with high ridership per capita, a consistently high fare revenue to operation cost ratio, and low cost per unit of service. These attributes are based on taking a full-service, multi-modal approach as a responsive institution for the community despite the challenges and constraints of rural population density and funding. Lake Transit provides local bus routes, intercity bus routes connecting to the San Francisco Bay Area, and ADA paratransit services. In the wake of the Valley Fire National Emergency in 2015, initiated the LakeLinks non-profit to provide emergency relief and on-going non-emergency medical transportation.

**Redwood Coast Transit Authority (2004-2016) Del Norte County, CA**

As Executive Director for 12 years, guided formation of the joint powers authority in 2005, developed service plans, budgets, and grant programs. Initiated service to Redwood N.P., interlined service with Greyhound, established intercity service to Oregon.

**Consulting Projects - Various Clients (1995-2020)**

As a consultant to rural and small urban transit agencies, provided guidance on a wide variety of policy and operational issues. Prepared transit development plans, ADA plans, operations and maintenance analyses, and managed procurement of operations and maintenance contracts. Clients included City of Roseville, San Benito County Local Transportation Commission, Fresno County Economic Opportunities Commission, Tehama County Local Transportation Commission, Mariposa County, and the Lake County/City Area Planning Council.

**Transit Manager/Management Analyst**

**City of Visalia (1984-1995)**

As Transit Division Manager/General Services Analyst, developed transit system operating and capital plans, prepared and managed budgets, grants, marketing programs, vehicle specifications and procurements, and managed operations contract procurement and oversight. Implemented the City’s first fixed route network. Provided liaison to state and federal agencies. Conducted various analyses and research for fleet maintenance and solid waste divisions.

## **Transportation Planner**

### ***Fresno County Economic Opportunities Commission (1982 – 1984) Fresno, CA***

As Transportation Planner, analyzed unmet elderly and disabled transportation needs in the metropolitan Fresno area and rural Fresno County, negotiated service coordination agreements with non-profit social service transportation providers, developed and implemented the initial operations program and budget for the Fresno Metro and Rural Consolidated Transportation Services Agency providing coordinated service for fifteen agencies, prepared and managed grant applications, prepared various analyses, reports, and plans.

## **Bicycling Experience**

Freedom describes my experience as a child when the bicycle was a means to explore the world. It gave me pride to “compete” in a roadeo, and to show that I was independent enough to bicycle to school. In my teens, freedom and responsibility lead to opportunity as I bicycled 4,000 miles annually to deliver newspapers and collect from my customers. In my late 20’s, I sold my car so that I could afford to return to college. I then commuted about 15 miles daily between my home, my part-time job in Downtown Fresno, and school at Fresno State. In my 40s, I began riding for health as a “serious” recreational cyclist, and have ridden more than 90,000 miles, including long-distance tours, century and double-century endurance rides, and many rides around Tulare County. Today, I remain a recreational cyclist, but I am also making the bicycle my daily transportation mode of choice.

## **Active Transportation Advocate**

### **Active Transportation Advisory Committee (ATAC)**

#### ***Tulare County Association of Governments (TCAG) (2018-2026)***

I joined the ATAC in 2018, becoming Vice Chair in 2021, and Chairman in 2022. The ATAC supports TCAG members in their efforts to improve the safety, ease, and comfort of active transportation in every jurisdiction in the County. Committee work has included review of Active Transportation Program (ATP) and similar grant applications; receiving reports about ATP projects, bicycle safety outreach, public safety data, data collection tools, Active Transportation Planning, and much more; participation in implementing Smart Cycling bicycle safety education in Tulare County, and facilitating the training of League of American Bicyclists (LAB) Cycling Instructors to provide a volunteer pool to teach bicycle safety to all ages in Tulare County.

### **Board Member / Advocacy Director / President**

#### **Southern Sierra Cyclists (SSC) (2016-Present)**

As a Board Member, Advocacy Director, and currently as President, I am involved in shaping club policy and participating in a wide variety of club projects. Advocacy efforts include all of the following:

- Keep SSC members informed about local, state, and national advocacy efforts; changes in state law that may impact cyclists; bicycle facility plans and proposals.
- Liaison with other bicycling organizations on advocacy efforts.
- Liaison with local governments and Caltrans to stay informed about bicycle facility plans and projects, and to provide input on behalf of SSC.
- Organizing SSC members to testify at public meetings concerning bicycle plans and proposed projects.
- Writing letters of support for local projects and grant applications.

## **Advisory Committees**

### ***City of Visalia 2017-2022***

I have served on various City of Visalia committees as an active transportation advocate. These include:

- Waterways & Trails Committee 2017-2019
- Visalia Senior Games – Bicycle Committee 2018-2019
- Environmental Committee 2019- 2021
- Citizens Advisory Committee 2021-22

### **Transit Bike Programs 1992 - 2018**

As a transit professional, I have always been interested in facilitating the first and last mile. In 1992, I ordered bike racks as original equipment for Visalia transit buses. Gillig Corporation told us that we were the first to do so. Brochures were prepared to introduce bus riders and cyclists to the new bike racks. At Lake Transit and Redwood Coast Transit, I collected statistics on bike boardings, and began surveying cyclists' origins and destinations to see how much bike travel expanded bus route service area. Eventually, bike/bus trips became so popular that we increased rack capacity and began exploring bike storage and bike-sharing feasibility.

### **Sponsor - Greenhouse Montessori Bike and Walk to School Contest (1999)**

When my son attended Greenhouse Montessori pre-school, I sponsored a Bike and Walk to School contest for all of the children attending the school. With the help of their parents, kids kept a daily log of their walking and bicycling. The grand prize winners got their names and handprints in a concrete "plaque" at the base of a red bicycle-shaped bike rack that I donated and installed with help from other parents at the school. It remains there today!

## **Other Relevant Transportation Experience**

### **Founder/Chairman/Board Member/Member Emeritus**

#### ***California Association for Coordinated Transportation - CalACT (1984-Present)***

Mr. Wall is the founding chairman of CalACT and has served on the board of directors for 33 of the past 39 years. He has served on the executive, legislative, finance, and conference committees, has served as chairman of the Rural Transit Assistance Program Advisory Board, and has taken an active role with various project oriented adhoc committees. He is the first recipient of the CalACT Hall of Fame award, and is a lifetime member emeritus. CalACT is the nation's largest state transit association.

### **Committee Member/Board Member**

#### ***Transportation Research Board (2013-2019)***

As a member of the Rural Public and Intercity Bus Committee, participated in the development of research topics and reviewed proposals and research studies for possible inclusion in the Transportation Cooperative Research Program, and for presentation at national conferences.

### **Various**

Mr. Wall has served on a long list of local, state, and federal committees and boards. These range from founding member of the board of NASTA, the predecessor to Community Transportation Association of America (CTAA), to various Caltrans and CARB advisory committees.

## Firm Bio

VRPA Technologies, Inc. (VRPA) offers consulting services throughout California and other Western States. Specialized service areas include multimodal transportation planning, traffic engineering analysis, civil engineering and construction management/oversight, public outreach and facilitation, and environmental assessments.

At VRPA, we combine planning knowledge, engineering expertise, and professionalism with creative thinking, innovative problem-solving, and comprehensive public outreach and facilitation efforts. The result is an extraordinary firm that possesses the expertise and ability to look across disciplinary boundaries for solutions others may overlook. This innovative approach is evident by the breadth of services available to our diverse clientele, which includes both the public and private sectors consisting of State governments, regional agencies, transit and rail operators, counties, and cities, as well as private planning and engineering firms.

Our capabilities in meeting client needs and finishing projects on budget and schedule are demonstrated through the successful completion of projects, including multimodal transportation plans and projects with community and stakeholder input, regional transportation plans with extensive public outreach and technical components, and traffic and environmental impact assessment projects for local cities and counties.

VRPA has been in business for 38 years and collectively accumulated over three hundred and thirty (330) years of professional planning and engineering experience. We pride ourselves on a desire to tackle unique projects from an innovative angle. One such specialized experience is our capability to convey technical planning and engineering information in a meaningful way to the general public and stakeholders.

VRPA has extensive experience providing public outreach for Active Transportation Plans (ATPs), including work for the City of Fresno, the Fresno Council of Governments (Fresno COG), and the Madera County Transportation Commission (MCTC). VRPA is currently delivering community engagement services for City of Visalia projects that include the Shirk Street Capacity Enhancement project, Riggan Avenue Widening and Improvement, and Caldwell Avenue Widening.

## FIRM AT A GLANCE



**Name:** VRPA Technologies, Inc. (VRPA)

**Founded:** 1988

**Locations:** Headquarters in Fresno, CA; branches in San Diego, Berkeley, Morro Bay, Honolulu, HI and Prescott, AZ

**Services Offered:** Transportation Planning, Traffic Engineering, Civil Engineering, Environmental Assessments, Public Outreach and Facilitation

## Project Experience

### **City of Fresno, Active Transportation Plan and Bicycle, Pedestrian and Trails Master Plan Update**

The Fresno Active Transportation Plan (ATP) is a comprehensive guide outlining the vision for active transportation in the City of Fresno, and a roadmap for achieving that vision. The ATP envisions a complete, safe, and comfortable network of trails, sidewalks, and bikeways that serves all residents of Fresno. VRPA worked as a subconsultant to enhance public outreach for the development of the ATP and the Bicycle, Pedestrian, & Trails Master Plan (BPTMP) update.



VRPA's project responsibilities included the development of a Community Outreach Plan identifying engagement strategies to obtain feedback from the public and to convey the direction that the Plan update needed to take to remain vital and fundable under current State ATP guidelines. VRPA developed a listing and assessment of key stakeholders and the best means to engage these key community members. VRPA also assisted with Stakeholder Advisory Committee working sessions, and the development and co-facilitation of a series of public workshops to gather input and feedback from the community members

**Project Reference:** Jill Gormley, Assistant Director, Traffic Engineering Division, City of Fresno, 2600 Fresno Street, Fresno, CA 93721, (559) 621-8650, [jill.gormley@fresno.gov](mailto:jill.gormley@fresno.gov)

### **Fresno Council of Governments Fresno County Regional Active Transportation Plan**

The Fresno County Regional Active Transportation Plan (ATP) was developed to serve as a comprehensive guide outlining the vision for biking, walking, and other human-powered transportation in Fresno County and a roadmap for achieving that vision. The ATP envisions a complete, safe, and comfortable network of trails, sidewalks, and bikeways that serves all who live and work in the Fresno County region. VRPA led public outreach services during development of the ATP in coordination with Fehr & Peers, and Fresno Council of Governments (Fresno COG) staff.



VRPA's project responsibilities included sending invitations to key stakeholders, preparation of meeting materials, and the co-facilitation of local small group meetings covering all 15 Cities and the County of Fresno. VRPA also participated in the collection and compilation of information on past expenditures for bicycle and pedestrian facilities and programs, and assisted with researching and drafting Final report sections.

**Project Reference:** Robert Phipps, Executive Director, Fresno Council of Governments, 2035 Tulare Street, Suite 201, Fresno, CA 93721, (559) 233-4148 ext. 210, [robert@fresnocog.org](mailto:robert@fresnocog.org)

### **Madera County Transportation Commission, Active Transportation Plan**

The Madera County Active Transportation Plan (ATP) envisions a comprehensive bicycle and pedestrian network across Madera County. As the region's Metropolitan Planning Organization (MPO), the Madera County Transportation Commission (MCTC) is responsible for the adoption of the County's Regional Transportation Plan/Sustainable



Communities Strategy (RTP/SCS) and Transportation Improvement Program (TIP) as required by State and Federal law. The ATP supports these processes by providing a long range vision for the bicycle and pedestrian network across the county. The plan simultaneously considers countywide connections as well as local networks for the City of Madera, the City of Chowchilla, and selected unincorporated communities. As a subconsultant, VRPA led all public outreach activities for the ATP planning process and also contributed to the development of the Existing Conditions and Implementation and Funding chapters of the Final ATP.

VRPA's project responsibilities included the development of a webpage linked to the MCTC website, preparation of a bilingual stakeholder survey, and facilitation of meetings for the Stakeholder Advisory Committee. VRPA also co-facilitated public workshop and participated in pop-up events throughout the Madera County region, allowing easy access for stakeholders and the public to provide feedback and suggestions. VRPA was also assisted with the existing plan assessment, and the review and analysis of potential funding sources.

**Project Reference:** Patricia Taylor, Executive Director, Madera County Transportation Commission, 2001 Howard Road, Suite 201, Madera, CA 93637, (559) 675-0721 Extension 1, [patricia@maderactc.org](mailto:patricia@maderactc.org)

### **City of Visalia, Shirk Capacity Enhancement Project**

The Shirk Capacity Enhancement project spans from School Ave to Riggan Ave and consists of widening the east side of Shirk St at various locations to accommodate four lanes of travel with a center two-way left turn lane, buffered Class II bike lanes, curb and gutter, median curb, signalization and street lighting, striping, and the installation of approximately 8,200 lineal feet of 48" mainline sanitary sewer line and storm drain line. The project will modify existing traffic signals to accommodate the new street configuration as well as install a new traffic signal at Doe Ave and Shirk St. VRPA is currently providing public outreach services for this project, in coordination with construction management team NV5 and City of Visalia staff.



VRPA's project responsibilities have included the development of a Public Outreach and Engagement Plan and preparation of press release and social media content. VRPA also oversaw the preparation of a public kick-off meeting noticing mailer and co-facilitated the public kick-off meeting. VRPA has also been responsible for the creation and distribution of text message notifications, informing interested parties of construction updates.

**Project Reference:** Kolton Walker, PE, Construction Manager, NV5, 2109 West Bullard Avenue, Suite 145 Fresno, California 93711, (559) 355-9506 or [kolton.walker@nv5.com](mailto:kolton.walker@nv5.com)

## Key Staff Bios

**Georgiena Vivian** is the founder and President of VRPA Technologies, Inc. (VRPA), which she established in 1988. With over 53 years of experience, she is a recognized leader in transportation planning and financing, traffic engineering, transportation demand management and transportation systems management (TDM/TSM), intelligent transportation systems (ITS) planning, sustainable communities planning, environmental analysis, and public outreach. Georgiena has led the preparation of numerous regional and local transportation plans, including corridor studies, congestion management programs, county blueprint initiatives, multimodal and smart growth studies, and associated public outreach programs. Under her leadership, VRPA has built a strong reputation for delivering comprehensive, community-focused, and forward-thinking transportation and environmental planning solutions.

**Hector Guerra** has more than 22 years of experience providing technical and outreach services in support of transportation and community planning projects. At VRPA Technologies, Inc., Hector specializes in public outreach, research, marketing, and administrative coordination, ensuring that complex technical information is effectively communicated to diverse audiences. He is highly skilled at translating technical concepts into clear, accessible language and has successfully engaged the public in a wide range of settings, including community workshops, public hearings, stakeholder meetings, and bilingual outreach events. Hector's expertise supports the development of inclusive and transparent planning processes, fostering meaningful participation from residents, businesses, and community organizations.

## Resumes.

See attached

# Appendix C – Digital Tools

# Appendix C - Digital Tools Supporting Program Delivery

## Introduction to Love to Ride's Digital Tools

Love to Ride provides an established digital engagement platform and companion mobile application to support the delivery of Active Transportation Program (ATP) Non-Infrastructure activities, including education, encouragement, Safe Routes to School (SRTS), community outreach, and evaluation.

These digital tools are already in use across multiple California and national ATP-funded programs and are available for immediate deployment. They are designed to support, reinforce, and extend on-the-ground program delivery, not replace in-person engagement. Together, they provide a consistent system for participant registration, activity tracking, communication, survey collection, and reporting aligned with ATP documentation expectations.

A key strength of Love to Ride's platform is its ability to support multiple projects running concurrently while maintaining clear separation of participants, outreach activities, and reporting outputs. This ensures that each project area, corridor, or target community can be managed within a single coordinated system while still producing project-specific data and audit-ready documentation.

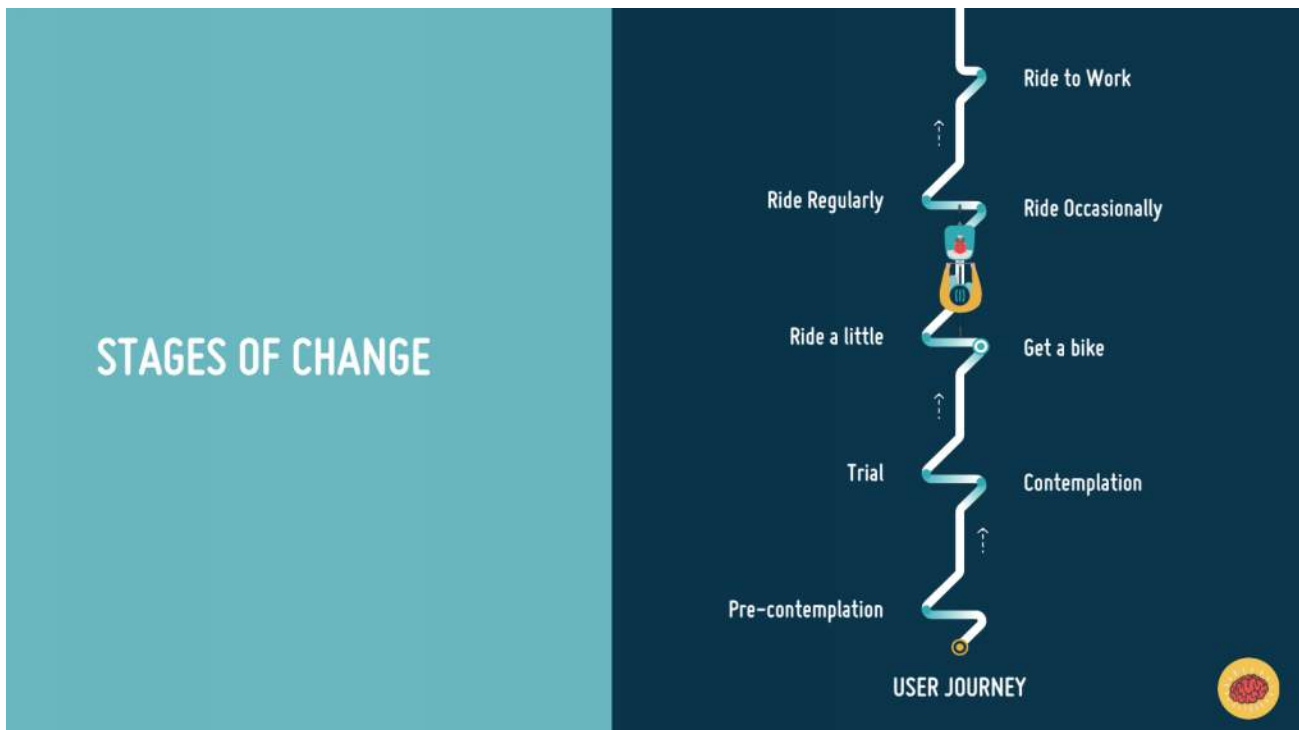
## Platform: Behavior Change and Engagement Capability

Love to Ride's platform is built specifically to drive behavior change at scale. It is designed to support individuals across different stages of readiness, from those who have never ridden a bike, to occasional riders, to regular cyclists who can influence and encourage others.

The platform applies proven engagement principles including reducing barriers to entry, creating positive reinforcement, strengthening social norms, and providing timely prompts that encourage people to take action. Participants are supported through clear calls to action, visible progress tracking, and structured campaign moments that make biking feel achievable and socially supported.

This approach is especially effective in reaching new and infrequent riders, who often need more than information alone. Love to Ride combines motivation, recognition, and social participation features that encourage users to try biking in a low-pressure way, and then continue riding over time.

Behavior change is reinforced through a combination of tools including team participation, progress dashboards, milestone achievements, encouragement messaging, and opportunities for community recognition. This creates a repeatable system that supports both short-term participation gains and longer-term habit formation.



## Community and Workplace Challenges

Love to Ride provides a proven challenge platform that cities can use to deliver ATP-eligible encouragement campaigns, such as Bike Month or neighborhood-based biking challenges, while tracking participation and outcomes for reporting.

These campaigns can be configured to align with Bike Month, community events, corridor-specific initiatives, neighborhood-based outreach, or project-area engagement priorities.

Challenges provide a structured and time-bound engagement opportunity that encourages participation from a broad audience, including people who may not typically ride a bike. Participants can join individually or as part of a workplace or community team, helping create social motivation and peer-to-peer encouragement.

The platform supports challenge configuration with defined timeframes, eligibility criteria, and project-area groupings. This allows the City to track participation and results separately for each ATP-funded project, while still offering residents one simple, consistent program to join.

Challenge tools support both real-time engagement and evaluation, including:

- participant registration and enrollment
- a variety of simple or popular ride and activity logging solutions
- team and group participation plus referral tools
- engaging leaderboards that segment at workplace, local, industry and national levels
- progress tracking and completion metrics
- engagement summaries suitable for ATP reporting

These features allow Love to Ride to deliver high-participation encouragement programs with consistent documentation and reduced administrative burden for City staff.



# School Engagement and Safe Routes to School (SRTS) Challenges

Love to Ride provides dedicated school engagement tools designed to support Safe Routes to School programming and school-based encouragement and education efforts. The platform includes functionality to engage students, families, and school staff in a format appropriate for school communities.

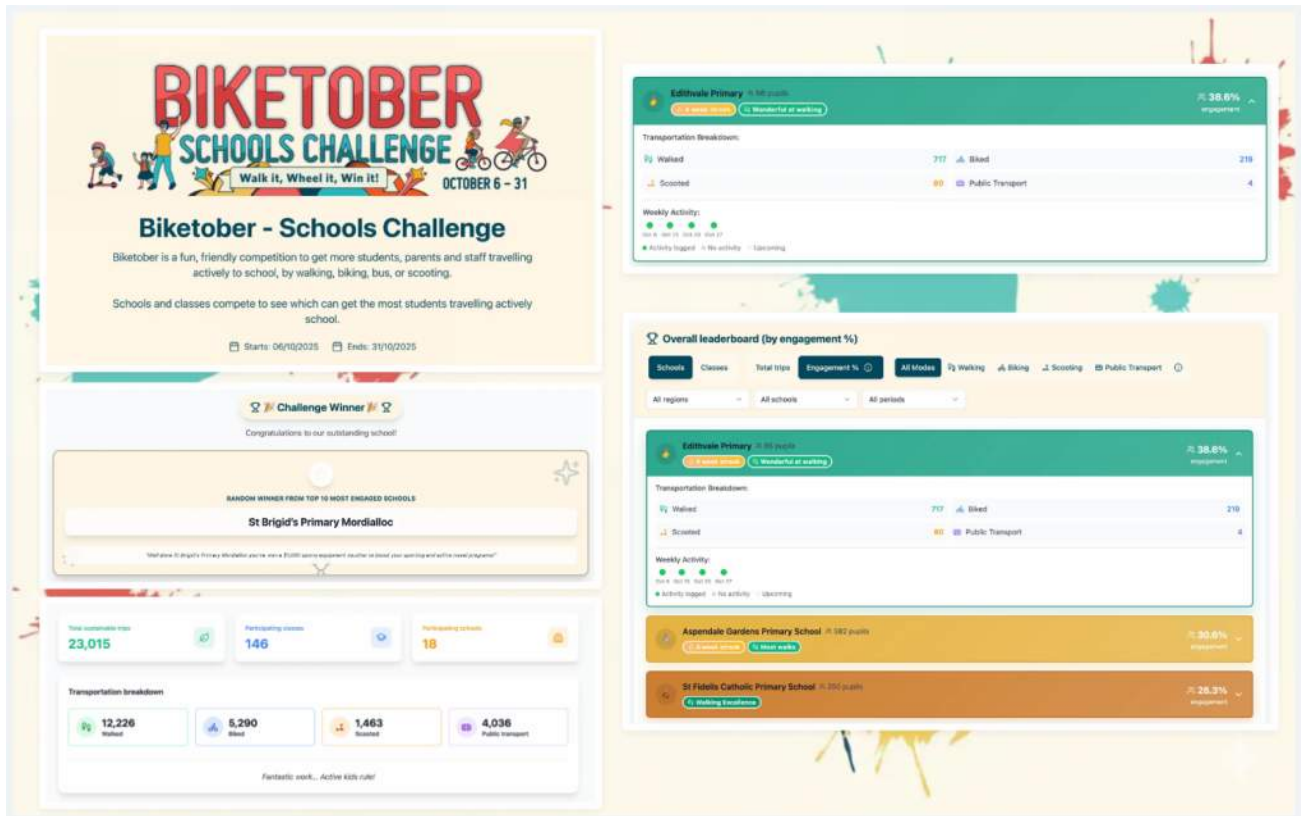
School challenges can be configured at the school level and aggregated by neighborhood or project area. This supports both school-specific engagement and broader corridor-based or community-based SRTS efforts.

These tools enable the City and delivery partners to activate and monitor participation and engagement in a consistent way. The solution is easy to adopt and avoids safeguarding concerns by being a parent and teacher first platform.

The solution is focused on student impact and captures school and class level attributes (student population etc.) and then captures, ranks and celebrates activation, engagement, consistency, improvements and final leaderboard positions.

School tools are designed to support positive and inclusive participation. They emphasize encouragement and accessibility, making them suitable for new riders and families who may be trying active travel for the first time.

Reporting is supported through real-time dashboards and exportable summaries that track participation and outcomes at the student, class, school, and project-area level, enabling clear, audit-ready documentation for SRTS evaluation and ATP reporting.



## Mobile App: Enabling Engagement, Insight, and Impact

The Love to Ride mobile app is a core program tool that supports participant engagement, behavior change, and high-quality data collection. It is designed to work seamlessly in people's everyday lives, making participation easy while delivering meaningful insight for program delivery and evaluation.

For participants, the app removes friction by making it simple to log bike trips - including short, everyday journeys that are often missed by traditional data sources. This low-effort approach is particularly effective for engaging new and infrequent riders who do not use biking computers/gadgets or wish to get their phone out of their pocket at the start and end of every trip.

Through the *Rate My Routes* feature, participants can easily share how safe and comfortable they feel on the routes they use. This provides direct, place-based feedback grounded in real journeys, strengthening engagement while generating decision-ready insight relevant to local context.

For program partners, the app delivers consistent, reliable data on participation, trips, and rider experience, reducing reliance on one-off surveys and strengthening baseline and follow-up evaluation. It also supports ongoing engagement through targeted prompts and encouragement aligned with campaign goals.

Together, the Love to Ride app and Rate My Routes functionality make participation easy, deliver unique lived-experience insight, and robust data and support impactful, evidence-backed outcomes.

**Love to Ride app**

The best app in the world for encouraging and measuring biking

We use a blend of platform APIs and proprietary Machine Learning technology to automatically record biking trips.

**User proposition...**

- 🕒 Automatically tracks your rides
- 🎁 Automatically enters you in prize draws
- 😊 Automatically help to make your area better for biking

Download on the App Store

GET IT ON Google play

LOVE TO RIDE

## Data Collection, Insight, and Reporting Framework

Love to Ride provides a comprehensive, integrated data framework that supports ATP NI-aligned evaluation, reporting, and decision-making. The platform is designed to capture multiple complementary data inputs and translate them into clear, accessible outputs for both public transparency and professional use.

### Data Inputs

The platform captures a wide range of participant, activity, and network-related inputs, including:

- Participant demographics (collected on a voluntary basis, where appropriate)
- Baseline, pre-, and post-challenge surveys, capturing confidence, perceived barriers, attitudes, and self-reported safety
- Activity and engagement data, such as trips logged, challenge participation, courses completed, and social engagement (e.g. encouragements and high fives)
- Geospatial trip data, capturing where and how people ride, including short everyday journeys
- Route comfort and safety feedback via the *Rate My Routes* feature, reflecting perceived comfort and stress levels
- Reports of infrastructure issues and incidents, including user-identified problem areas
- Custom surveys, deployable as needed for specific project areas, neighborhoods, events, or target groups

These inputs can be collected digitally and alongside in-person outreach, improving response rates and ensuring consistent documentation across project activities.

### Data Outputs

All collected data flows into Love to Ride's Insights and reporting environment, enabling both real-time monitoring and formal evaluation outputs, including:

- Live metrics and reporting within the Insights dashboard, supporting day-to-day program management
- Post-campaign reports, summarizing participation, engagement, and key outcomes
- Final evaluation reports, suitable for grant close-out, audits, and stakeholder reporting
- A public-facing Biking Feedback Map, visualizing aggregated rider comfort and safety perceptions
- Professional planning tools, including the Rider Comfort & Safety Map and Heatmap, providing anonymized, filterable insight for transport professionals

Data can be exported in commonly used formats to support City reporting, Caltrans documentation, and audit-ready evaluation. This structured approach reduces manual data handling, improves transparency, and strengthens the defensibility of program outcomes.

## Rider Comfort & Safety Map

Review your riders' safety and comfort feedback to identify the areas of your community needing the most urgent improvement for biking. Filter the results to understand sentiments across different segments and demographics.

Insights > Rider Comfort & Safety Map



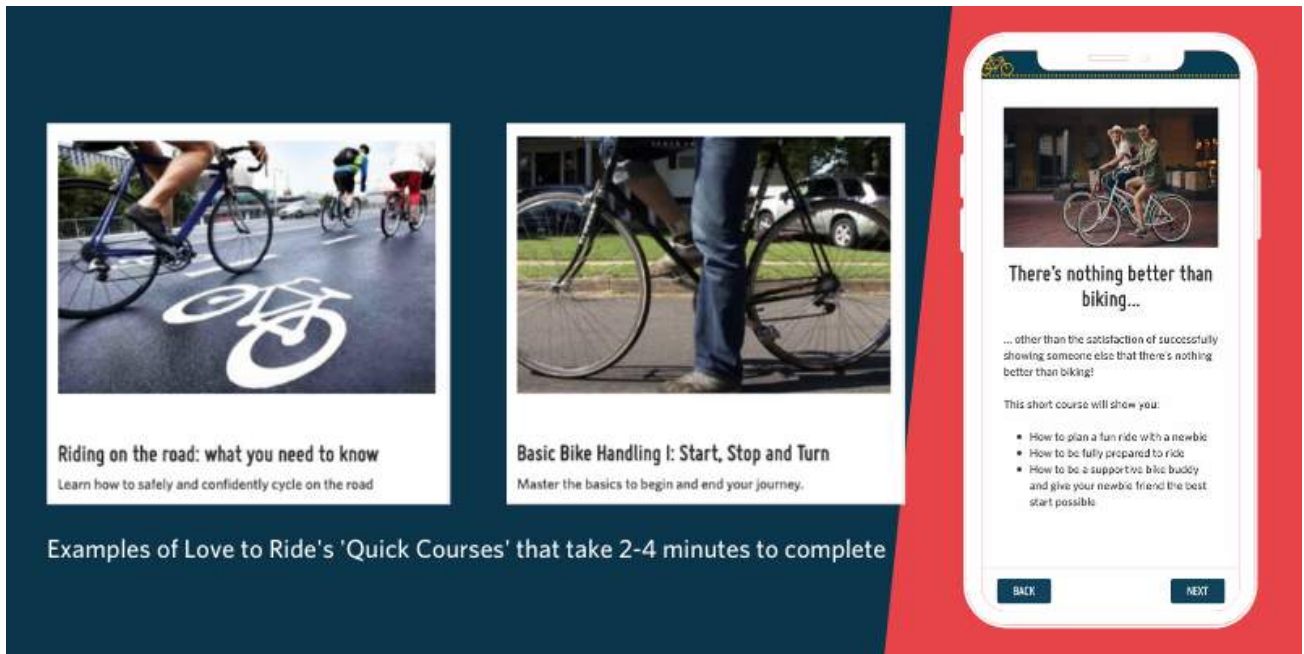
## Bike Education: Driver Education Course and Additional Learning Content

Love to Ride's platform supports scalable education delivery through digital courses, informational content, and targeted communications. This will include a driver education course, as well as additional short educational modules designed to improve safety awareness and rider confidence.

Educational content can be delivered through structured course pages, tips and guidance articles, and digital prompts that reinforce key safety messages during campaign periods. This allows the City and delivery partners to provide consistent education messaging across different project areas and participant groups.

The platform also supports communication through emails, push notifications and in-platform announcements, enabling delivery of timely safety and encouragement content that aligns with program activities. Messaging can be designed to support different audiences, including new riders, students and families, and community members participating through outreach events.

Integrating education into the engagement platform allows Love to Ride to pair encouragement with practical learning, helping participants build confidence, improve safety knowledge, and turn initial participation into sustained riding.



Examples of Love to Ride's 'Quick Courses' that take 2-4 minutes to complete

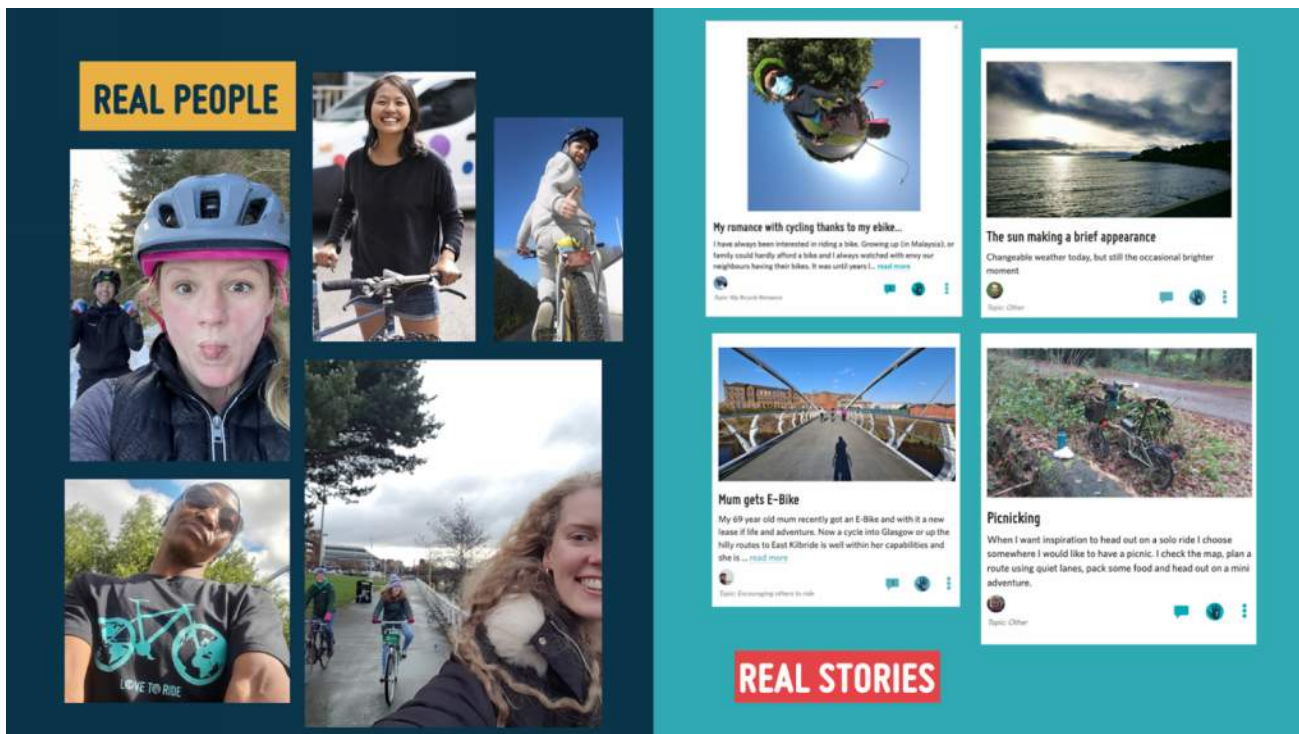
## Community Features: Photos, Stories, and Shared Engagement

Love to Ride includes community-oriented features that encourage participants to share their experiences through stories and photos. These tools support positive program visibility and help strengthen community norms around biking.

Participant stories and shared content help make biking feel relatable and achievable, particularly for new riders who may be uncertain about getting started. This social proof plays an important role in behavior change by showing biking as a normal activity across different ages, backgrounds, and confidence levels.

Community content can also be used to reinforce campaign messaging and highlight local participation, helping build momentum during challenge periods and creating additional opportunities for recognition and celebration.

This contributes to a stronger sense of community, which supports longer-term participation beyond the initial program period.



## Transportation Planning Dashboard and Reporting

Love to Ride provides a reporting and dashboard environment that enables partners to track participation, engagement, and evaluation results in real time and through post-program reporting. The platform supports both day-to-day program monitoring and longer-term documentation for grant reporting and audits.

A key strength of the system is its structured approach to data management. Participation and survey results are stored in a consistent format that supports project-specific tracking while allowing program-wide coordination.

The reporting tools support standard ATP NI metrics including:

- participation counts
- engagement over time
- challenge completion and activity levels
- survey completion rates and results
- summaries suitable for progress reporting

Where appropriate, demographic and equity-relevant fields can also be collected on a voluntary basis to support equity analysis aligned with ATP guidance.

Data can be exported in commonly used formats to support City reporting requirements, Caltrans documentation, and audit-ready evaluation. This reduces manual data handling, improves transparency, and strengthens defensibility of program outcomes.

## Survey, Feedback, and Route Perception Tools

Love to Ride's platform includes built-in tools to support evaluation through surveys and participant feedback collection. These tools are commonly used to capture pre- and post-event insights, including participant confidence, perceived barriers to biking, and self-reported safety perceptions.

Surveys can be customized and deployed for specific project areas, neighborhoods, events, or school communities. They can be delivered digitally and alongside in-person outreach activities, improving response rates and enabling consistent documentation.

In addition to surveys, Love to Ride provides optional route perception tools that enable participants to share how safe or comfortable they feel on the routes they use. This lived-experience feedback is aggregated and visualized through both a public-facing 'Biking Feedback Map' and a professional 'Rider Comfort & Safety Map', helping contextualize participant experience while supporting robust program evaluation. The result is a clearer understanding of perceived conditions on the network, alongside traditional participation and behavior data.

These tools support ATP-aligned evaluation and documentation while providing actionable insight into how participants experience biking in the project area.