

STAFF REPORT



MEETING DATE:	September 13, 2016
SUBJECT:	Authorize Executive Director to Execute a Technical Services Agreement with Toole Design Group to Develop the GoShasta Regional Active Transportation Plan and City of Redding Active Transportation Plan
AGENDA ITEM:	9
STAFF CONTACT:	Keith Williams, Associate Transportation Planner, AICP

SUMMARY:

SRTA received a \$250,000 Active Transportation Program grant to develop the GoShasta Regional Active Transportation Plan and city of Redding Active Transportation Plan. A multi-jurisdictional panel reviewed four proposals and recommended Toole Design Group for the development of the plans.

STAFF RECOMMENDATION:

It is recommended that the board of directors authorize the executive director to execute a Technical Services Agreement with Toole Design Group to develop the GoShasta Regional Active Transportation Plan and city of Redding Active Transportation Plan, for a term ending December 31, 2018, not to exceed \$249,997.

DISCUSSION:

In March 2016, SRTA was awarded a \$250,000 Active Transportation Program grant to develop a GoShasta Regional Active Transportation Plan. A standalone plan for the city of Redding will be included at the city's request. A request for proposals (RFP) from qualified consultant firms was authorized by the board of directors at the June meeting. Four proposals were received in response to the RFP, ranging in cost from \$249,910 to \$250,000.

An evaluation panel representing SRTA, all local agencies, Caltrans District 2, and Healthy Shasta arrived at consensual scores (see attached Summary of Proposal Evaluation Results). Firms with the highest-ranked proposals participated in telephone interviews. Toole Design Group (see attached proposal and draft scope of work) is recommended based on extensive and relevant experience, an innovative approach to community outreach, and responsiveness to the scope of work as outlined in the RFP.

ALTERNATIVES:

The board may select a different consultant.

OTHER AGENCY INVOLVEMENT:

Representatives from the county and three cities were involved in developing the project scope of work. These partners were joined by representatives from Caltrans District 2 and Healthy Shasta to evaluate consultant proposals. A steering committee will be formed to facilitate the ongoing involvement of other agencies and project partners. Representatives from the SRTA Board of Directors will also be invited to participate on the steering committee.

The county, city of Anderson, and city of Shasta Lake elected to have SRTA lead the GoShasta planning process in consultation with the each agency. The city of Redding will manage the planning process within their jurisdiction, including use of their own citizen advisory committee. SRTA staff will coordinate with all project partners to ensure a cohesive regional document.

FINANCING:

Total project cost is \$312,997. The \$250,000 Active Transportation Program grant award is budgeted in the FY 2016/17 Overall Work Program (OWP) under Work Element 703.04 (GoShasta Active Transportation Plan). The grant will reimburse the agency for all consultant costs (\$249,997). An additional \$63,000 in Planning, Programming, and Monitoring (PPM) is budgeted for SRTA staff time under Work Element 703.01 (Active Transportation Planning) in order to meet local match requirements.

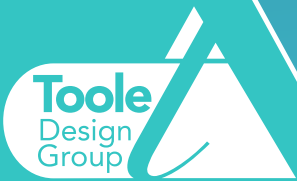


Daniel S. Little, AICP, Executive Director

Attachment: Summary of Proposal Evaluation Results
Toole Design Group Proposal and Draft Scope of Work

Summary of Proposal Evaluation Results

	Score Criteria	Maximum Points Possible	Alta Planning + Design	Fehr & Peers	KOA*	Toole Design Group
1	Thoroughly meeting the intent of the RFP project scope of work and highlighting/describing any deviations from tasks/deliverables in RFP	25	22	21	19	23
2	Proposal creativity/vision	5	3	3	3	4
3	Qualifications and similar experience of the consulting firm and project team	40	36	35	33	37
4	Cost and value of services (including delivery time)	15	12	12	11	13
5	References	15	8	8	6	8
Total Score:		100	81	80	72	85



Proposal to the
Shasta Regional
Transportation Agency
August 8, 2016

GoShasta Regional Active Transportation Plan and City of Redding Active Transportation Plan





August 4, 2016

Keith Williams, MS, MCRP, AICP
Shasta Regional Transportation Agency
1255 East Street, Suite 202
Redding, CA 96001

2120 University Avenue
Berkeley, CA 94704
415.308.5058
301.927.2800 fax
www.tooledesign.com

**Re: GoShasta Regional Active Transportation Plan and
City of Redding Active Transportation Plan**

Dear Mr. Williams and Members of the Selection Committee:

Toole Design Group (TDG), in collaboration with our partners **Kittelson & Associates (KAI)** and **Local Government Commission (LGC)**, is pleased to submit our proposal for the development of the GoShasta and City of Redding Active Transportation Plans. We are very excited by the data- and community-driven nature of these plans and believe our approach will position the Shasta Regional Transportation Agency (SRTA) and the local agencies well for future funding and strategic implementation of your active transportation networks. We have assembled a team of skilled professionals uniquely qualified to achieve this task.

The TDG Team has experience working within Shasta County and throughout Northern California, and on similar plans that are regional in scale with multiple jurisdictions and agencies, and involve a mix of rural, urban and recreational areas. Our team members are nationally recognized for their expertise in bicycle and pedestrian planning and design. TDG has worked with many communities and regions of varying size and character to improve the physical transportation environment, as well as to build support for bicycling and walking. We understand the diverse audiences—elected officials, economic interests, transportation professionals and the public. To ensure project success, our team includes experts in data analysis and visualization, policy, conditions assessment, safety enhancements, public outreach, innovative bicycle and pedestrian facility design, prioritization, and implementation. We approach bicycle and pedestrian facility planning and design with the understanding that active transportation systems must operate in an existing multimodal transportation environment, and that recommendations must be practical, realistic and offer benefits to all roadway users in order to be implemented.

Project Manager **Brooke DuBose, AICP**, has an outstanding record of successfully managing complex projects and delivering high quality products on time and within budget. Having worked in hundreds of communities throughout California, Brooke brings a broad perspective and a deep understanding of the opportunities and challenges related to implementing quality bicycling and pedestrian facilities. **Peter Lagerwey**, (Director of TDG's Seattle office), formerly the Bicycle and Pedestrian Program Manager for the City of Seattle and a White House Champion of Change for his work on active transportation, will serve as Principal-in-Charge and provide Quality Assurance/Quality Control (QA/QC) oversight. Peter has a keen understanding of the policy changes needed to improve safety and increase use, which he will bring to our work in the Shasta Region. **Paul Zycofsky** and **Josh Meyers** of LGC bring their outreach experience on over 70 Caltrans-funded planning projects to lead the public engagement. **Erin Ferguson** and **Matt Braughton** of KAI will apply their national expertise on data collection methodologies to the inventory and data collection tasks.

As a recognized Gold-Level Bicycle-Friendly Business by the League of American Bicyclists, we are proud of our reputation for being green: approximately 90% of our staff use transit, bicycle and/or walk to work on a regular basis. TDG is a Woman-Owned Business and is certified as a Disadvantaged Business Enterprise in over 35 states, including the State of California (Certificate No. 38891).

We are confident in the ability of our team to deliver the highest quality Active Transportation Implementation Plan for Shasta County, and will commit the necessary resources to perform the work on schedule and within budget. Our proposal represents a firm offer for a minimum of 90 days. If you have any questions, please contact our proposed Project Manager, Brooke DuBose at bdubose@tooledesign.com or by phone at 415.308.5058. Thank you for your consideration of our team.

Sincerely,

Jennifer L. Toole, AICP, ASLA
President



PROJECT UNDERSTANDING

The Shasta Region has a great opportunity to increase walking and biking for both transportation and recreation. This will enable the region to meet air quality and greenhouse gas reduction targets while providing more options for a wide variety of trips. Residents and visitors to Shasta County will also be able to take advantage of the tremendous recreational opportunities on facilities such as the Great Shasta Trail and other trail systems in the Redding area, offering a boost to the local economy. This shift to increase bicycle and pedestrian mode share above the current 1% and 2% will not come without challenges. The current trail and bike network is hampered by a lack of connectivity to major destinations and people who walk and ride a bike face considerable safety risks on roads that lack sufficient infrastructure for those activities.

The Shasta Region needs a coordinated approach to active transportation that catalyzes local interest in bicycling and walking, and results in a plan that enables the region to compete effectively for Active Transportation Program (ATP) funds. The GoShasta Regional Active Transportation Plan and City of Redding Active Transportation Plan have dual goals of setting a vision for mode shift and safety, while also addressing the practical needs of the jurisdictions within the County.

We understand that this is both a regional and a local planning effort, and must meet those objectives equally. This project will result in the GoShasta Regional Plan that will address Shasta County and the cities of Shasta Lake and Anderson. The City of Redding Active Transportation Plan will be separate and distinct from the GoShasta Regional plan, but will work in harmony and contain all of the elements of the regional plan, as identified in the State ATP program.

This planning effort will provide an opportunity for local agencies to collaborate, and to simultaneously address their own need for an active transportation plan, while also maintaining regional consistency. This consistency will be important to ensure walking and bicycling networks are continuous across jurisdictional boundaries, are built to the same facility design standards and level of quality, and that data collection and ongoing management is organized across the region while still serving the needs of individual agencies.

Safety will be a central focus of this project, and is an issue that the Toole Design Group (TDG) Team is highly attuned to. Our research division, led by Rebecca Sanders, PhD is highly skilled at examining crash data and honing in on solutions that will have an immediate and positive impact on the safety of pedestrians and bicyclists. This will be particularly important, given the high number of injuries and fatalities that are occurring in the Shasta Region.

Public engagement will be another important factor in this project. Our engagement process will be inclusive of people from all parts of the Shasta Region. It will reach out and engage with people whose voices may not otherwise be heard, and will result in a plan that reflects community priorities and values, and has widespread approval. We will provide a suite of outreach tools that will meet key stakeholders and the general public where they are at. Out-of-the-box community events, web-based interactive tools and facilitated conversations with key stakeholders are just a few strategies we will employ to bring in a diverse range of viewpoints and priorities to the ATP planning process.

Expertise in Increasing Bicycle and Pedestrian Mode Share/Decreasing Crashes

TDG staff have been at the forefront of the bicycle and pedestrian movement for the past 25 years, and can take credit for significant increases in bicycling and walking, as well as improvements to safety throughout the U.S. Below are a few of our expert advisors who can provide strategic direction on the GoShasta and Redding ATP planning efforts.

Andy Clarke (Director of Strategy for TDG), formerly the Executive Director of the League of American Bicyclists, founded the Bicycle-Friendly Community Program, which has galvanized hundreds of communities throughout the U.S. to improve bicycling conditions to increase mode shift and decrease injuries and fatalities. He has a keen understanding of the specific steps communities need to take to become bicycle friendly – knowledge he will bring to the plan for the Shasta Region.

Tom Huber, senior planner with TDG and former Bicycle and Pedestrian Coordinator for Wisconsin Department of Transportation (1992 to 2011) has a keen knowledge of the factors that affect the stress levels of bicyclists in rural areas. Considering the size of the state, Wisconsin has one of the largest inventories of rural roadways in the country. The State has consistently been rated one of the top states by the League of American Bicyclists for bicyclist-friendliness. In addition, Wisconsin was one of the first states to routinely incorporate paved shoulders into projects. Tom was the chief researcher for a statewide crash analysis which typed urban and rural crashes and analyzed and compared those results in light of the bicycle conditions assessments.

RJ Eldridge is Chief Operating Officer and Director of Planning at TDG. RJ has the ability to craft innovative and practical solutions for multimodal transportation issues ranging from rural, suburban, urban corridor safety retrofits, to regional master plans, to active tourism projects. RJ has also worked on several best practice resources for the e]Federal Highway Administration (FHWA), National Cooperative Highway Research Program (NCHRP), and Transit Cooperative Research Program (TCRP) and is an engaging speaker on issues ranging from funding multimodal transportation improvements to best practices in transportation policy and design considerations.

Rob Burchfield, P.E. (Director of TDG's Portland office) presided over a 5% increase in bicycling in the City of Portland, much of which was due to his steady, practical approach to improving infrastructure for non-motorized travel throughout the City. Rob is an engineer with a deep understanding of the challenges communities face when building new infrastructure, because he has "been there." He will bring that knowledge to the Shasta Region, particularly with respect to urban and suburban bikeway treatments.

Rebecca Sanders, PhD (Director of Research for TDG), formerly with UC Berkeley's SafeTREC, has studied perceived and actual bicycle and pedestrian safety for over ten years. At SafeTREC, she analyzed crash data throughout the State of California, conducted a regional analysis of barriers to walking and bicycling for the nine-county Bay Area and the Los Angeles metropolitan area, and worked on the State's Pedestrian Safety Improvement Plan. She is currently working on a number of Vision Zero projects throughout the U.S. and can help SRTA and its member agencies articulate and achieve key performance metrics to improve traffic safety.

Sean Co (senior planner, California office) is one of the foremost experts on active transportation funding in California. He served on the Caltrans California Bicycle Advisory Committee (CBAC) for 10 years, and worked to develop the first statewide grant program, the Active Transportation Program (ATP). Sean helped establish the prioritization and selection criteria for this competitive grant program, and can serve as an expert advisor to Shasta County jurisdictions to help them pursue funding.



TEAM QUALIFICATIONS

Toole Design Group (TDG) has a national reputation for our work in the field of active transportation safety and access, and a great deal of experience working on pedestrian and bicycle issues in contexts similar to the Shasta Redding Active Transportation Plan (ATP). We are the nation's leading planning, engineering and landscape architecture firm specializing in pedestrian and bicycle transportation, and Safe Routes to School in particular. The TDG Team brings direct project experience and staff expertise to address all aspects of pedestrian infrastructure planning and design. TDG has managed numerous transportation master planning and concept development projects that vary from corridor, trail, and neighborhood to city, regional, and statewide areas. TDG understands the unique challenges inherent to multijurisdictional projects like the GoShasta and Redding plans. We understand that the Shasta Region is comprised of multiple contexts - ranging from downtown Redding to the gateways of national parks and forests - and have proven strategies for balancing the diverse needs for engagement, conditions assessment, and development of recommendations.

The team's past work includes planning studies, facility design, trail master planning studies, Safe Routes to Schools infrastructure and programs, traffic calming analysis and concept development, transit access studies, bicycle and pedestrian level of service assessments, multimodal street classification, grant application guidance, and collection and evaluation of bicycle and pedestrian data. Our experience and technical competence in the following core areas enables us deliver high quality active transportation plans for Shasta.

Intra- and Interregional Active Transportation Facility Standards and Coordination

TDG staff includes transportation design engineers that have experience developing construction documents for

a range of project types from interstates and complex interchanges, to suburban and rural streets. As a firm, TDG's experience includes complex streetscapes and Complete Streets designs, rural bike routes, on-road bicycle facilities, intersection safety improvements, and off-road trails. As authors of the AASHTO Bike Guide and the AASHTO Pedestrian Guide, we are very familiar with proven, accepted treatments and draw on this technical expertise to ensure the feasibility and safety of recommendations. We have found it very beneficial on pedestrian and bicycle planning projects to conduct a one-day training on pedestrian and design for agency and department staff, and other transportation professionals to elevate the design community's understanding and ensure that recommendations are tailored to a particular agency's "readiness" for different types of facilities.

Bicycle and Pedestrian Data Collection

The TDG Team brings specific relevant expertise in data collection, and program development. Together with our partner **Kittelson & Associates (KAI)**, we developed NCHRP 797 *Guidebook on Pedestrian and Bicycle Volume Data Collection* which provides best practice recommendations for establishing and maintaining bike/ped count programs. TDG has also helped public agencies such as Colorado DOT and Delaware DOT establish their own count programs. Furthermore, TDG has helped MPOs evaluate and improve their project delivery process with an emphasis on streamlining efforts and getting project funded and built. Lastly, we were key partners in developing FHWA's Transportation Alternatives Program Performance Management Guidebook which provides best practice recommendations for monitoring and improving Active Transportation program delivery.

Over the firm's history, TDG has assessed pedestrian and bicycle conditions on over 10,000 miles of roadway in a

variety of contexts. We are intimately familiar with a variety of evaluation tools including the Bicycle Level of Service, Bicycle Level of Traffic Stress and Pedestrian Level of Service. We have developed strategies to tailor these primarily urban-oriented tools to rural contexts like those found in much of the GoShasta ATP study area. We are national leaders in bicyclist and pedestrian safety, and are leading several Vision Zero initiatives around the country - developing systemic approaches to increasing safety and comfort, which in turn can lead to increased mode share.

Project Needs and Priorities by Jurisdiction for Incorporation into the 2018 Regional Transportation Plan, Including Regional Priorities

The TDG Team has extensive experience working with quantitative and qualitative data to prioritize projects. We will rank the recommended pedestrian and bicycle facility improvements using a method that combines public and agency stakeholder input, the expertise of our team members, and a weighted prioritization method. This task is of great importance given limited resources and multiple worthy needs. TDG has deep experience in this arena and developed a transparent and objective prioritization tool through NCHRP 803— a study on pedestrian and bicycle prioritization best practices in the U.S.

Project Prioritization Methodology and Data Collection

All of our active transportation plans include a strong prioritization and implementation component, and our firm has assisted local governments nationwide in implementing pedestrian and master plans. Almost all of our plans include a list of “Early Action” projects that are realistic for the agencies to implement within three years after the plan is adopted.



Because of our extensive experience in active transportation planning, TDG has developed numerous strategies to streamline the data collection process. We also recognize that agencies may not have every data set that would be ideal for a particular analysis, and have developed proxies to allow us to conduct the analysis with reasonable accuracy in a cost-effective manner.

Facility Design Experience

TDG staff includes transportation design engineers that have experience developing construction documents for a range of project types from interstates and complex interchanges, to urban and suburban streets to trails and rural roadways. As a firm, TDG's experience includes complex streetscapes and Complete Streets designs, rural bike routes, on-road bicycle facilities, intersection safety improvements, and off-road trails. As authors of the AASHTO Bike Guide and the AASHTO Pedestrian Guide, we are very familiar with proven, accepted treatments.

We are pleased to partner with **Kittelson Associates Inc. (KAI)** and **Local Government Commission (LGC)**. TDG staff have collaborated with both firms for nearly a decade, and have developed an effective and efficient approach to our work.

KAI provides comprehensive transportation engineering, planning, and research services to government and private organizations. KAI is made up of 18 offices and over 180 employees. Their staff of skilled professionals and national experts offers decades of progressive research, technological innovation, and a diverse portfolio of industry-leading work in multimodal planning and engineering.

KAI's extensive pedestrian and bicycle planning and research experience includes the development of studies and guidebooks, including the NACTO *Urban Bikeway Design Guide*, FHWA *Separated Bicycle Lanes Operations and Design Guide*, and FHWA *Guidebook for Developing Pedestrian and Bicycle Performance Measures*. Their experience also includes leading or participating in numerous bicycle and pedestrian research projects and applying the findings from those to projects for state, regional and local agencies. Specific to this project, KAI brings bicycle and pedestrian experience that includes identifying and prioritizing improvements, developing and implementing robust data collection plans, and safety treatments and analysis.

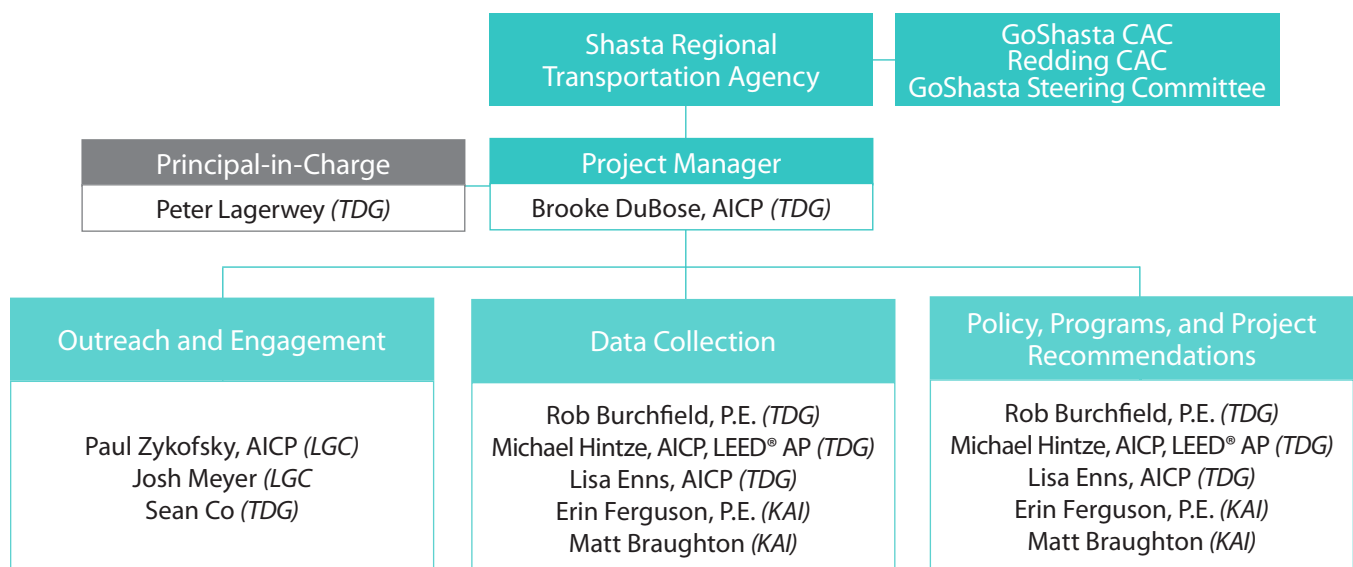
Drawing on their national research and active transportation experience throughout California, KAI will lead the development of the Data Collection Program (Task 4) and also play a strong supporting role in the Travel and Infrastructure Inventory (Task 3.2), Best Practices and Emerging Trends (Task 3.3) and Proposed Network (Task 5.2). This work will be staffed from their Bay Area and Sacramento offices.

LGC is a 36-year old nonprofit membership organization that provides inspiration, technical assistance, and networking to local governments working to create healthy, walkable, and resource-efficient communities. Their members are local elected officials, agency staff, design professionals and other leaders who are committed to making their communities livable, prosperous, and sustainable. LGC is based in Sacramento

with a current staff of 25 and are led by a Board of Directors with 15 local elected officials from California. Improving public participation in the planning process is one of LGC's central areas of expertise and practice, with a focus on walkable and bicycle-friendly communities, safety and health in the built environment, and strategies to implement community-identified goals. LGC has conducted over 70 public participatory planning projects in California and recently completed a new guide, "Participation Tools for Better Community Planning." Their planning process for both ATPs will bring together residents, stakeholders, decision-makers, and agency staff throughout the region to create plans that reflect local values and are supports through to implementation. LGC will lead the Public Outreach tasks and co-facilitate the walk and bike audits for both the GoShasta and Redding ATPs.

Team Organization

Below is the TDG Team's organizational structure, which shows project leadership and key staff members associated with specific tasks.



Key Personnel

The TDG Team has selected a group of highly experienced planners, engineers, and public engagement experts who have been involved in pedestrian, bicycle and multimodal transportation projects for many years. Brief biographies and relevant work experience are highlighted below.



Peter A. Lagerwey
Principal-in-Charge

Toole Design Group, LLC

MUP, University of Michigan: 1981

BA, Secondary Education, Calvin College: 1975

Complete Streets Instructor

Peter Lagerwey is TDG's Seattle Office Director. Peter has spent over 30 years managing high profile pedestrian and bicycle projects and programs with the City of Seattle and as a private consultant. Peter is an internationally known expert, having worked on non-motorized projects and made presentations in over 230 communities across the U.S., Canada and Australia. Peter is the co-author and instructor for numerous FHWA courses on pedestrian and bicycle facility design and is a certified national Complete Streets trainer. Peter brings extensive experience in the development and implementation of policies and programs related to bike lanes, shared lane markings, bicycle parking, marked crosswalks, school signing, curb ramps, sidewalks, and trails. Peter was identified as a White House Champion of Change in 2015 for his ground-breaking work on road diets and other strategies to make streets better for pedestrians, bicyclists and transit users.

FHWA Creating Livable Communities through Public Involvement

This is an initiative that Peter developed for the FHWA. Offered through the Pedestrian and Bicycle Information Center (PBIC), it is designed to help government sponsored boards and commissions, advocacy, business and neighborhood-based groups and individuals work collaboratively to create livable communities through public involvement. Peter also presented the course as a PBIC webinar in July of 2014.

NCHRP 803 Pedestrian and Bicycle Transportation Along Existing Roads

Peter was the Project Manager for the NCHRP 803 project. The research project resulted in a methodology that

enables communities (state, regional, and local) to identify and assess pedestrian and bicycle deficiencies along existing roads and set priorities for existing conditions. In addition to producing a final report and written guide to explain the methodology, an online resource was developed that guides practitioners through the process in a logical manner, which is flexible based on each community's needs and capabilities.

Nevada Local Bike Plans

Peter was a member of the team that developed bicycle plans for 14 rural counties in Nevada. The plans document the needs and preferences of each community and include policy, program, and infrastructure recommendations. Peter was involved in all aspects of the project, including field work, meetings with local officials, facilitating local bicycle planning workshops, and writing the plans.



Brooke DuBose, AICP
Project Manager

Toole Design Group, LLC

MUP, Hunter College, City University of New York: 2006

BA, Sociology, Vassar College: 1998

Certified Planner: American Institute of Certified Planners

Brooke DuBose is the Regional Office Director for TDG's California office. She brings over 10 years of project management experience in active transportation policy, planning and engineering projects. Having worked on over 20 bicycle, pedestrian and Safe Routes to School master plans on both the city and countywide level, Brooke has a thorough understanding of how to develop effective plans that reflect local priorities and are implementable. Recently, Brooke led comprehensive site planning services for the expansion of Bay Area Bike Share, which will deploy over 7,000 bikes across Berkeley, Emeryville, Oakland, San Jose and San Francisco. Brooke serves on the Board of Directors for the Association of Pedestrian and Bicycle Professionals, and previously served on the Board of Directors for the San Francisco Bicycle Coalition.

Tahoe Basin Pedestrian Safety Study, Lake Tahoe, CA

Recognizing the need for pedestrian safety research in rural and recreational areas, Brooke conducted a series of field observations of driver and pedestrian behavior at marked and unmarked crosswalks, and at uncontrolled crossings

during the summer in the Tahoe Basin. Subsequently, Brooke contributed to a research paper that was accepted for publication in the Transportation Research Record journal of TRB. This study, funded by Caltrans, concluded that the behavior trends identified in the urban/suburban setting are largely similar in a rural/recreational context. This finding was significant for Caltrans, a statewide agency that is seeking to provide a consistent crosswalk installation/treatment policy for its facilities across California.

Contra Costa Countywide Bicycle and Pedestrian Plan, Contra Costa County, CA

The update to the original Contra Costa Countywide Bicycle and Pedestrian Plan had several purposes in mind: to expand the County's pedestrian and bicycle transportation networks and reflect improvements made within the past five years; to address MTC's new Complete Streets requirements and other recent policy changes; to address changes in funding programs for bicycle and pedestrian facilities; and to incorporate sufficiently detailed local information on bicycling so that the cities in the County would be able to rely on the plan to be eligible for funding from Caltrans. Brooke served as the lead project planner for this effort, and subsequently developed an Implementation Program as well as a Countywide Safe Routes to School Master Plan.

California Pedestrian Safety Assessment Program

On behalf of the California Office of Traffic Safety (OTS) and the UC Berkeley Tech Transfer Program, Brooke served as an expert evaluator to conduct pedestrian safety assessments (PSAs) throughout California. The program incorporates best practices in pedestrian safety engineering, planning, and policy, and is intended for use by cities or counties seeking to address pedestrian safety issues. The two primary components of the PSA program are a benchmarking analysis of the community's existing pedestrian programs, policies, and practices, and field walking audits at "hot spot" locations. Brooke has adapted and applied these methodologies to countless other active transportation projects.



Michael J. Hintze, AICP, LEED® AP
Senior Planner

Toole Design Group, LLC

MUP, Certificate in Urban Design, University of Washington: 2005
BS Environmental Economics and Management, University of Georgia: 1996

Certified Planner: American Institute of Certified Planners
LEED Accredited Professional

Michael Hintze is a senior planner with nearly 15 years of experience in non-motorized transportation policy and system development, land use planning and urban design. He is adept at managing complex projects and has played a lead role on several award-winning projects. Michael has worked with numerous jurisdictions of various sizes delivering highly responsive customer service, thorough analysis, inclusive and successful stakeholder engagement, and high quality plans. Making communities more bicycle- and pedestrian-friendly is a major passion of Michael's, which, coupled with his understanding of the interface between roadway design, land use, and urban design, allows him to work with communities to identify creative solutions that garner stakeholder support and get implemented.

Salt Lake County Active Transportation Network Implementation Plan, Salt Lake County, Utah

Michael is the Project Manager for the Salt Lake County Active Transportation Network Implementation Plan. The Plan will focus on identifying and prioritizing projects that build on the neighborhood street network and connecting people to regional and local destinations, including high frequency transit, schools, and urban centers within the County's 16 municipalities and townships.

Transportation Improvement Program Evaluation Enhancements, Atlanta GA

Michael led efforts to develop recommendations for enhancing the Atlanta Regional Commission's project eligibility-based requirements and evaluation criteria for its short-range Transportation Improvement Program. Michael assessed existing regional and local datasets to determine the strength of data resources in determining facility deficiencies, demand, safety, and health and income disparities. Emphasis was put on better linking safety projects to safety needs based on the Highway Safety Manual, available crash reduction factors, and how peer regions have integrated safety into bicycle and pedestrian project evaluation.

Casper Area Trails, Path and Bikeway Plan, Casper, WY

Michael managed this regional plan spearheaded by the Casper Area MPO, which includes five member jurisdictions. Michael led the public engagement, field assessment, network development, and prioritization tasks. He also worked closely with project engineers on conceptual designs for improving bicycle/pedestrian access in five locations that presented significant roadway geometry and traffic operation challenges.



Sean Co
Senior Planner

Toole Design Group, LLC

MS, Transportation Technology and Policy, University of California, Davis: 2000

BA, Environmental Studies, University of California, Santa Cruz: 1995

Sean Co brings 15 years of transportation planning experience in California and beyond. He is knowledgeable of bicycle planning and policy issues throughout California through his experience serving on the Caltrans Bicycle Advisory Committee and is well-versed in funding sources through his time at the Metropolitan Transportation Commission in the Bay Area. Sean is considered a national expert in the nexus of public health and active transportation and is a frequent speaker on this topic at national and international conferences. Sean was named the APBP's 2015 Public Sector Professional of the Year.

Regional Bicycle Plan for the San Francisco Bay Area, San Francisco Bay Area, CA

As Project Manager, Sean's responsibilities included development and data collection of the regional bikeways, policy recommendations and funding estimates of over \$1 billion in capital projects. This plan established the Regional Bikeway Network which involved the coordination of 9 counties, 101 cities and various transit agencies in the region. The policy outlined in the plan and bicycle facilities cost estimates would inform the long-range Regional Transportation Plan.

Regional Bicycle and Pedestrian Count Program, San Francisco Bay Area, CA

Sean is leading the TDG Team to assess the state of the practice for bicycle and pedestrian counts in the San Francisco Bay Area. The team will conduct surveys of local jurisdictions to evaluate current data collection practices. The outcome of the project will result in recommendations for data collection standards and for innovative data sources such as crowd sourced activity sites.

Active Transportation Grant Program, San Francisco Bay Area, CA

Sean served on the technical advisory committee on the first statewide grant program for bicycles and pedestrians to establish project prioritization and selection criteria. Sean organized a diverse set of stakeholders that included public health staff, city planning and public works staff, advocates and MPO staff to establish a set of criteria for the competitive grant program. Sean administered the grant program and made recommendations on the selected project for funding.



Rob Burchfield, P.E.
Principal Engineer

Toole Design Group, LLC

MS, Civil Engineering, Oregon State University: 1981

BS, Civil Engineering, Oregon State University: 1979

Professional Engineer: OR

Rob Burchfield is TDG's Northwest Regional Engineering Director. Rob has nearly three decades of experience as a traffic engineer in the City of Portland, including 16 years as the City Traffic Engineer. Rob has spoken extensively on bicycle and pedestrian facility design and routinely conducts highly acclaimed trainings and workshops for transportation professionals. In 2008, Rob was a delegate on a Portland Metro/German Marshall Fund-sponsored study tour of Amsterdam and Copenhagen. This experience was a catalyst for implementing innovative cycling treatments that he observed in Europe on Portland Streets. It also spurred him to conceive and lead the development of the NACTO *Urban Bikeway Design Guide*. Rob's achievements were recognized by his selection as the APBP 2009 Public Sector Professional of the Year.

Portland Bicycle Master Plans, Portland, OR

Rob directly supervised the development of Portland's first comprehensive Bicycle Master Plan in 1996 and provided the management leadership for a major update of this Plan in 2010.

Albuquerque Complete Streets Implementation Training, Albuquerque, NM

Rob developed and led training for the Mid-Region Council of Governments designed to support the implementation of Complete Streets Policies. Specific topics included: introduction to Complete Street design guidance resources; performance measures; pedestrian safety evaluation, treatment and case studies; and a facilitated discussion of the business process for including Complete Street improvements in road rehabilitation projects.



Lisa Enns, AICP
Transportation Planner/GIS Analyst

Toole Design Group, LLC

MUP, University of Washington: 2014

BS, Mechanical Engineering, Kansas State University: 2007

Certified Planner: American Institute of Certified Planners

Lisa Enns is a transportation planner with a range of professional and practical experience working with multidisciplinary teams on complex projects with challenging deadlines. Her principal skillset includes GIS, bicycle demand analysis, cartographic production, graphic visualization, and the ability to explain technical processes in a succinct and understandable manner. Lisa has extensive experience with data collection and analysis, specifically working with bicycle volume and demographic data to predict bicycle volumes on planned facilities including the Eastside Rail Corridor and the Seattle Center City Bicycle Network. In addition to data analysis skills, Lisa uses a variety of software programs to visually represent data as well as streetscape concepts.

Yakima Bike Master Plan, Yakima, WA

As Deputy Project Manager, Lisa helped the City of Yakima plan for a bicycle network that accommodates bicyclists of all ages and abilities. Lisa analyzed potential bicycle routes using public input, GIS data, and data collected in the field. Lisa used GIS and Illustrator to design visually compelling maps of plan recommendations.

Salt Lake County Active Transportation Implementation Plan, Salt Lake County, UT

Lisa is the lead GIS analyst on the Salt Lake County Active Transportation Implementation Plan. She is creating a crowdsourcing map to gather public opinion and using available data to create a Level of Stress (LOS) network map that will inform the Plan.



Erin Ferguson, P.E.
Associate Engineer

Kittelson & Associates, Inc.

MS Civil Engineering, University of Texas, Austin: 2010
BS Civil Engineering, University of Portland: 2005

Erin Ferguson enjoys working with communities to plan for and implement projects that build toward community vision. As a transportation engineer, Erin understands the challenges of balancing the need to safely serve multiple modes with diverse characteristics while using limited resources. She blends her national research experience as a co-author of the First Edition of the Highway Safety Manual (HSM) and as a member of the Transportation Research Board's Committee on Highway Safety Performance and Committee on Safety Analysis, Data, and Evaluation with practical planning and project applications to help

communities develop balanced, sustainable, and implementable solutions.

Oregon State Pedestrian and Bicycle Safety Implementation Plan

Erin served as a task leader and technical resource for developed a statewide safety implementation plan. A risk-based systemic safety methodology promoted by FHWA was applied due to the low frequency of pedestrian and bicycle crashes. The risk-based systemic approach was used to prioritize segments of roadway with characteristics found to increase risk of bicycle and pedestrian crashes. A traditional systemic safety method was also applied that identified low-cost, systemic countermeasures to be applied at locations with the highest frequency of severe injury and fatal crashes. The Implementation Plan informed an allocation of approximately \$4 million in funding of improvements across the state. The project approach and methodology is a repeatable and transferable process that can be adopted and customized by other state and/or local agencies.

Oakland Bicycle Network 2.0, Oakland, CA

Erin served as Project Manager to update the City's methodology for evaluating road diet and roadway reconfigurations to right-size the effort to best match the complexity of the project. She created a template for road diet and roadway reconfiguration studies to increase efficiency in producing and reviewing the studies. Erin tested and applied the methodology and template to several critical gaps in the City of Oakland bicycle network.



Matt Braughton
Transportation Planner

Kittelson & Associates, Inc.

MCP Transportation Planning, UC Berkeley: 2012
BA Geography and Political Science, UC Los Angeles : 2008

Matt Braughton works with cities and regions to better integrate bicycle and pedestrian transportation to create a more sustainable transportation system. Matt regularly serves as a task leader focusing on prioritizing bicycle and pedestrian improvements as part of corridor studies and area-wide studies. Matt has led the technical analysis in support of ATP grant applications and bicycle and pedestrian safety studies. He has led and supported pedestrian and bicycle safety assessments throughout California and is currently working with Caltrans District 3 to develop a District Complete Streets Plan.

TRPA Lake Tahoe Region Bicycle and Pedestrian Monitoring Protocol, South Lake Tahoe, CA

As Project Manager, Matt led the development of the Tahoe Regional Planning Agency's (TRPA) monitoring protocol for bicycles and pedestrians. The protocol establishes how counts should be collected and stored within the region, including which count technologies and methodologies are appropriate for different count purposes. As part of this effort, a database of all prior bicycle and pedestrian counts within the region was developed and a prioritization method was established to assist in identifying future count locations.

UC Berkeley Tech Transfer Bicycle and Pedestrian Safety Assessments, Berkeley, CA

Matt served as Project Manager and led bicycle and pedestrian safety assessments throughout California annually for the UC Berkeley Tech Transfer's grant program from 2012 to 2015. These studies include a review of city/county policies as they related to bicycle and pedestrian safety policies as well as field assessments to recommend site-specific opportunities to improve safety.



Paul Zykofsky, AICP, AIA
Associate Director - Public Outreach

Local Government Commission

MUP, City College of New York: 1991

BA, Architecture, City College of New York: 1990

BS, Architecture, Summa Cum Laude, City College of New York: 1989

Paul Zykofsky provides technical assistance to communities on issues related to infill development, street/sidewalk design, and public participation in the planning process. Paul directed a first-of-its-kind, multi-year project, in collaboration with the California Department of Health Services, to promote physical activity by improving the design of the pedestrian environment. Paul led LGC's work as part of the Healthy Transportation Network, a project conducted in collaboration with the Department of Public Health, Rails-to-Trails Conservancy, California Bicycle Coalition and California Walks that provided technical assistance on safe walking and bicycling throughout the State. Paul has extensive experience facilitating public workshops and planning processes, and giving educational presentations to local elected officials and community leaders. He was born and raised in Mexico, is fluent in Spanish and often gives presentations or facilitates workshops for Spanish-speaking residents.



Josh Meyer
Public Outreach Coordinator

Local Government Commission

MS, American History, University of California, Irvine

BA, Political Science and Sociology, California State University, Long Beach

Josh Meyer has directed numerous neighborhood, transportation corridor, downtown and rural community public design charrette projects in California and authored or co-authored the resulting plans. Recent examples include: City of Clearlake Lakeshore Drive Downtown Corridor Plan (2014), City of Williams Downtown Revitalization and Mobility Plan (2014), City of San Joaquin Mobility and Revitalization Plan (2013), San Mateo County Highway 1 Safety and Mobility Improvement Study (Phase 1, 2011 and Phase 2, 2012), and City of Richmond Pedestrian Plan (2011). These projects have been based on an extensive public engagement process to address multimodal transportation, safety, economic development and community design issues. Josh writes the proposals to get grant funding, manages the project, prepares RFPs to hire and then oversee technical subconsultants, coordinates outreach with the local jurisdiction or community-based organization, provides presentations and helps facilitate public events, and assists with preparation of the final plan. Josh has managed projects in over 30 towns and cities across California.



PROJECT EXPERIENCE

The Toole Design Group (TDG) Team has had the privilege to be part of many projects that have similarities to the GoShasta and City of Redding Active Transportation Plans. Following is a partial listing of relevant projects on which we have worked:

Project Title	Location	County/Regional Plan	Bike/Pedestrian Facility Design	Implementation Oriented	Demand Analysis and Modeling	National Best Practice	Performance Measures	Trails	Rural	Public/Stakeholder Engagement
Toole Design Group, LLC										
Caltrain Station Access Study	Bay Area, CA	✓		✓	✓					✓
Los Angeles Protected Bike Lane Design	Los Angeles, CA		✓	✓		✓				✓
Connecting Pasadena Plan	Pasadena, CA	✓			✓					✓
Sacramento Regional Bike Share Business Plan	SACOG Region, CA	✓		✓	✓					✓
Sacramento Pedestrian Guidelines	Sacramento, CA		✓							
Coastal Rail Trail Feasibility Study and Design	San Diego, CA	✓	✓	✓				✓		
Bay Area Bike Share Phase II Implementation	San Francisco, CA	✓		✓	✓					✓
Sonoma Marin Rail Station Access and Bike Parking	Sonoma/Marin, CA	✓	✓	✓	✓		✓			✓
14 th Street Protected Bike Lane Concept Design	Denver, CO		✓	✓						
Denver Bicycle/Motor Vehicle Crash Analysis	Denver, CO		✓		✓		✓			
Denver Moves (Denver Multimodal Access Plan)	Denver, CO		✓	✓	✓		✓	✓		✓
Northwest Corridor Bicycle/ Pedestrian Study	Denver, CO	✓	✓	✓			✓	✓	✓	✓
Fort Collins Bicycle Master Plan and Bike Facility Design Tools	Fort Collins, CO		✓	✓	✓		✓			✓
Wadsworth Boulevard PEL Study	Wheat Ridge, CO		✓	✓			✓			✓
Boston Vision Zero Planning and Design	Boston, MA		✓	✓	✓		✓			✓
MassDOT Protected Bike Lane Design Guide	Statewide MA		✓			✓				
Anne Arundel County Bicycle and Pedestrian Master Plan	Anne Arundel, MD	✓		✓	✓				✓	✓
Howard County Active Living Strategies	Columbia, MD	✓	✓	✓	✓		✓		✓	✓
Maryland Climate Action Plan Implementation	Statewide, MD	✓			✓	✓	✓		✓	
Hennepin County Bicycle Transportation Plan	Hennepin County, MN	✓	✓	✓	✓		✓			✓
Twin Cities Regional Bicycle System Master Study	Twin Cities, MN	✓	✓	✓	✓		✓	✓		✓
Greater Kansas City Regional Bikeway Plan	Kansas City, MO	✓		✓	✓		✓	✓		✓
St. Louis Bicycle Master Plan (Gateway Bike Plan)	St. Louis, MO	✓			✓		✓	✓	✓	✓
Asheville Comprehensive Bicycle and Pedestrian Master Plan	Asheville, NC			✓			✓	✓		✓
Nevada Statewide and County Bike Plans	Statewide NV		✓		✓		✓		✓	✓
MORPC Economic Impact of Trails Study	Central Ohio	✓				✓	✓	✓		
Tulsa Regional Bicycle and Pedestrian Master Plan	Tulsa, OK	✓	✓	✓	✓		✓	✓		✓
Outer Powell Transportation Safety Plan	Portland, OR	✓	✓	✓			✓			✓
San Antonio Regional Bicycle and Pedestrian Study	San Antonio, TX	✓	✓	✓	✓		✓			✓

Project Title	Location	County/Regional Plan	Bike/Pedestrian Facility Design	Implementation Oriented	Demand Analysis and Modeling	National Best Practice	Performance Measures	Trails	Rural	Public/Stakeholder Engagement
Active Transportation Implementation Plan	Salt Lake County, UT	✓	✓	✓	✓			✓		✓
South Utah County Active Transportation Plan	South Utah County, UT	✓		✓	✓		✓	✓	✓	✓
Eastgate/I-90 Land-Use Greenway Trail Design Services (Mountains to Sound)	Bellevue, WA	✓	✓	✓	✓			✓		✓
Cross Kirkland Trail	Kirkland, WA		✓	✓	✓			✓		
Redmond Bicycle Strategic Plan	Redmond, WA		✓	✓	✓					✓
Seattle Center City Bicycle Network	Seattle, WA		✓	✓	✓					✓
Eastside Rail Corridor Project Master Plan	Seattle, WA	✓	✓	✓				✓		✓
Mount Baker Integrated Multimodal Plan	Seattle, WA		✓	✓						✓
Seattle Bicycle and Pedestrian Master Plans	Seattle, WA		✓	✓	✓		✓			✓
Seattle Right-of-Way Improvement Manual	Seattle, WA		✓			✓				
Seattle Bicycle and Pedestrian Safety Analysis	Seattle, WA		✓	✓	✓	✓	✓			✓
Casper Area Trails, Path and Wayfinding Plan	Casper, WY	✓	✓	✓	✓		✓	✓		✓
AASHTO Guide for the Planning, Design, and Operation of Bicycle Facilities	National		✓			✓				
AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities	National		✓			✓				
FHWA Guide for Maintaining Pedestrian Facilities for Enhanced Safety	National		✓			✓				
FHWA Designing for Multimodal Conflict Points	National		✓			✓				
FHWA Pedestrian Safety Guide for Transit Agencies	National		✓			✓				
FHWA Routine Resurfacing Incorporating Bicycle Facilities	National		✓			✓				
NCHRP 797 Methods and Technologies for Collecting Pedestrian and Bicycle Volume Data	National				✓	✓	✓			
NCHRP 803 Pedestrian and Bicycle Improvements Active Transportation Prioritization Tool	National			✓	✓	✓				
PEDSAFE: A Safety Guide and Countermeasure Selection System	National		✓			✓				
Kittelson & Associates, Inc.										
City of Redding ADA Transition Plan	Redding, CA		✓	✓			✓			
Caltrans District 3 Complete Streets Plan	Maysville, CA	✓			✓	✓	✓		✓	✓
Central County Complete Streets Implementation	Alameda County, CA	✓		✓			✓		✓	✓
Oakland's Bikeway Network 2.0	Oakland, CA		✓	✓		✓	✓			
Oakland Bicycle Level of Traffic Stress Network Analysis Tool	Oakland, CA	✓				✓	✓			
Oregon State Bicycle and Pedestrian Safety Implementation Plan	Oregon	✓			✓	✓	✓		✓	
ODOT Region 1 Active Transportation Needs Inventory	Portland, OR	✓		✓	✓		✓		✓	✓
FHWA Separated Bike Lane Planning and Design Guide	National		✓			✓	✓			
FHWA Guidebook for Pedestrian & Bicycle Performance Measures	National					✓	✓			
Local Government Commission										
Willits Main Street Corridor Enhancement Project	Willits, CA		✓	✓				✓	✓	✓
Huntington Park Complete Streets Plan	Huntington Park, CA		✓	✓			✓			✓
SR 128 Corridor Valley Trail Feasibility Study	Mendocino County, CA	✓	✓	✓				✓	✓	✓
Safe Routes to School Master Plan	Baldwin Park, CA		✓	✓						✓
City of Huron Mobility, Access and Safety Project	Huron, CA		✓	✓					✓	✓
John Campbell Memorial Greenway and Strongs Creek Trail Master Plan	Fortuna, CA		✓	✓				✓	✓	✓
Improving Safety and Mobility in South Kern County	Kern County, Arvin, CA		✓	✓						✓
Main Street Revitalization Plan for U.S. 395 through Bridgeport	Mono County, CA		✓	✓					✓	✓
Pit River Tribe/Burney Bicycle and Walkway Plan	Burney, CA		✓	✓				✓	✓	✓

References

We invite you to contact any of our clients profiled in this proposal regarding the quality of the TDG Team's work and our staff's experience and performance.

Toole Design Group, LLC (TDG)

Tulsa Regional Bicycle and Pedestrian Master Plan, *Tulsa, OK*

Indian Nations Council of Governments
James Wagner, AICP, Principal Transportation Planner
18.579.9447, jwagner@incog.org

Budget: \$335K
Schedule: 12/2013-11/2015

The Indian Nation Council of Governments (INCOG) hired TDG to develop a regional bicycle and pedestrian master plan for 11 communities within the Tulsa Transportation Management area including the City of Tulsa. The Plan creates a bicycle network that connects key destinations in the region including major employment centers, downtown business districts, schools and universities and the existing trails system. The TDG Team developed a list of bicycle network projects and prioritized arterial sidewalk gaps as well as in-depth community sections for each participating municipality. The planning context ranges from the relatively dense downtown Tulsa, to suburban communities of Broken Arrow and Muskogee, to small towns and unincorporated rural areas.

Salt Lake County Active Transportation Plan, *Salt Lake County, UT*

Salt Lake County Office of Regional Development
Wilf Sommerkorn, Division Director, Regional Planning and Transportation
385.468.4862, wsommerkorn@slco.org

Budget: \$350K
Schedule: 11/2016-Ongoing

TDG is working with the County to meet its goal of having bicycling be a viable form of transportation for the broader population, thus reducing car trips and improving personal and environmental health. The Plan will build upon previous planning efforts and identify specific routes and improvements to the street network that provide connections between neighborhoods, schools, commercial centers, transit and other services, and enhance the safety and comfort of less confident bicyclists. TDG is prioritizing projects so the County can achieve a high return on investment in terms of bicycle ridership.

Nevada Local Bicycle Plans

Nevada Department of Transportation
Bill Story, Bike Pedestrian Coordinator
775.888.7357, wstory@dot.state.nv.us

Budget: \$41K
Schedule: 4/2014-12/2014

This project included the development of bicycle plans for 14 rural counties in Nevada. The plans documented needs and preferences of each community and included policy, program, and infrastructure recommendations, along with specific goals and objectives with targeted strategies, mitigations, and timelines to achieve those goals. TDG was involved in all aspects of the project, including field work, meeting with local officials, facilitating local bicycle planning workshops, and developing the plans. Each local plan was developed with significant input from a stakeholder group composed of representatives from each community, Nevada DOT, Safe Routes to School (rural), economic development and tourism, law enforcement, and local bicycling advocates. Finally, The Implementation Plan identified recommendations for short-, mid-, and long-term policies, programs, and projects, and project funding.

Bike Share Program Governance Analysis, *Sacramento, CA*

Sacramento Area Council of Governments
Sam Shelton, Senior Analyst
916.340.6251, sshelton@sacog.org

Budget: \$50K
Schedule: 11/2015-Ongoing

TDG was tasked with the creation of a governance structure for a regional bike share system in the Sacramento Area. The team conducted 22 stakeholder interviews with elected officials, public agency staff, non-profits, advocates and staff from universities to help guide the region on how a regional bike share system would be governed. TDG outlined the issues and concerns into a decision making framework to help guide the region into how planning, sponsorship, operations and maintenance of a system would be implemented.

Coastal Rail Trail, Chesterfield to G Street, *San Diego, CA*

San Diego Association of Governments
Chris Carterette, Active Transportation Planner
619.699.7319, chris.carterette@sandag.org

Budget: \$37K
Schedule: 5/2013-6/2014

TDG assessed constraints and opportunities and developed conceptual designs for a section of the Coastal Rail Trail (CRT) through Encinitas, CA. Work involved evaluating various on-street segment alternatives based on a traffic study, physical constraints, and rail operations, and formulating design recommendations for intersection and corridor bicycle and pedestrian facility improvements to accommodate users of all ages and abilities. TDG's design recommendations included eliminating slip lanes, protected bike lanes, bike boxes, two-stage turn queues, an enhanced crossing of Coast Highway 101 connecting a state park to the CRT, and signal phasing. Given the high frequency of trains through an at-grade street and trail crossing, design work was closely coordinated with and responsive to State of California rail operations standards.

City of Berkeley Strategic Transportation Plan, *Berkeley, CA* (For Brooke DuBose, AICP prior to joining TDG)

City of Berkeley
Eric Anderson, Associate Planner
510.981.7062, eanderson@ci.berkeley.ca

Budget: \$100K
Schedule: 4/2015-1/2016

Brooke managed the technical elements of the planning process, served as a strategic advisor to City staff and contributed to the final plan document for the City of Berkeley's Strategic Transportation Plan (BeST Plan). The BeST Plan is a cohesive and comprehensive guide to achieving the kind of transportation future that is defined by the City's adopted Complete Streets Policy and detailed in existing planning documents, capital expenditure plans, and other city policies and programs. Brooke helped the City develop a clear, prioritized, and comprehensive vision for how to implement improvements to Berkeley's transportation network over 5-, 10- and 30-year periods.

Kittelson & Associates (KAI)

Redding ADA Transition Plan, *Redding, CA*

City of Redding
Chuck Auckland, Assistant Director of Public Works
530.245.7156, caukland@ci.redding.ca.us

Budget: \$35K
Schedule: 6/2012-9/2012

KAI was responsible for the preparation of a field inventory protocol to guide City of Redding staff in collection street survey and sidewalk access data, development of an inventory database, prioritization method for future ADA improvement projects, and provision of cost estimates and potential funding sources.

Central County Complete Streets Implementation, *Alameda County, CA*

Alameda County Transportation Commission
Matt Bomberg, Associate Transportation Planner
510.208.7400, mbomberg@alamedactc.org

Budget: \$290K
Schedule: 7/2015-Ongoing

KAI is preparing a series of implementation tools including street design guides, project delivery checklists, and staff training. The team is incorporating Complete Street principles into everyday practices including development review, infrastructure design, and street maintenance.

Shasta RTPA Model On-Call, *Shasta County, CA*

Shasta Regional Transportation Agency
Sean Tiedgen, Associate Transportation Planner
530.262.6185, stiedgen@srta.ca.gov

Budget: \$100K
Schedule: 11/2007-12/2012

KAI provided technical assistance related to SRTA's travel demand modeling including assistance with performance measurement for their Regional Transportation Plan, air quality and greenhouse gas analysis, vehicle miles traveled (VMT) analysis, land use updates, and network adjustments.

Local Government Commission (LGC)

Pedestrian Master Plan, Richmond, CA

City of Richmond
Lina Velasco, Senior Planner
510.620.6841, lina_velasco@ci.richmond.ca.us

Budget: \$278K
Schedule: 9/2009-2/2011

In 2009-10 LGC partnered with the City of Richmond and Contra Costa County Health Services to write a proposal for a Caltrans Environmental Justice Planning grant to identify ways to improve safety, access and mobility for all users — including pedestrians, bicyclists and transit — in Richmond’s core neighborhoods. Once the project was awarded, LGC managed the project and organized and facilitated a series of design charrettes over the course of two weeks in different areas of the community in both English and Spanish. LGC assembled a multi-disciplinary technical team to assist with analysis and development of design concepts. LGC produced the resulting Pedestrian Plan with numerous improvements that the City has been implementing in stages. Other deliverables included: graphically documented summaries of community input, outreach materials, digital presentations, and media releases.

Improving Safety and Mobility in South Kern County, Kern County, CA

Kern County
Patricia Ebel, Kern County Roads
661.862.8838, pate@co.kern.ca.us

Budget: \$227K
Schedule: 9/2011-2/2013

LGC partnered with Kern County, the City of Arvin, the County Environmental Health Services Division and the Building Healthy Communities project to pursue a Caltrans Environmental Justice grant to prepare plans to improve safety in the unincorporated towns of Lamont, Weedpatch and the City of Arvin. LGC was responsible for managing the project, contracting planning/transportation consultants and organizing and facilitating community engagement workshops in the unincorporated towns of Lamont and Weedpatch and the City of Arvin. The multi-day public workshops were conducted in English and Spanish and engaged dozens of local residents and businesses. The final plans included detailed recommendations for improving walking and bicycling conditions as well as other community revitalization strategies.

Safe Routes to School Master Plan, Baldwin Park, CA

City of Baldwin Park
David Lopez, Associate Engineer
626.960.4011, dlopez@baldwinpark.com

Budget: \$285K
Schedule: 2/2013-2/2015

In 2012 the City teamed with LGC and the California Center for Public Health Advocacy and was successful in obtaining a Caltrans Community-Based Transportation Planning grant to prepare a Safe Routes to School Master Plan. LGC assembled a team of technical consultants and organized 3-hour workshops in English and Spanish at each of the 17 elementary and middle schools in the City. LGC directed the work of a multidisciplinary team of transportation planners and engineers, to assess challenges faced by pedestrians and develop design concepts and solutions. The final plan was adopted in November 2014. Other deliverables included: meeting notes, list of participants, summaries of parent/school input, digital presentations, and photographs of workshops.



WORK PLAN

Our approach to delivering the GoShasta and Redding Active Transportation Plans (ATPs) generally follows the scope of work and tasks outlined in the Request for Proposals (RFP). While each of the subtasks is addressed in our approach, the numbering has been changed to deliver a more coherent and effective planning process. In addition, we have suggested some optional tasks that we feel could strengthen the outcome of these Plans. These optional tasks are not reflected in our budget, but may be substituted for other tasks or additive. Wherever possible we have noted efficiencies across tasks – particularly with the concurrent development of the GoShasta and Redding ATPs.

Task 1: Kickoff and Project Management *(formerly Initiate Project in RFP)*

Task 1.1: Kickoff Meeting

The Toole Design Group (TDG) Team will convene and facilitate a kickoff meeting with Shasta Regional Transportation Agency (SRTA) staff to review the project objectives, scope of work and schedule for the GoShasta ATP. We will also discuss the Public Outreach Plan (See Task 2) and identify stakeholders as well as institutional issues that should be addressed. The scope and schedule will include dates for deliverables, client review periods and structured public and agency input, to ensure successful project completion within the designated time period.

Task 1.2: Ongoing Project Management

While our Project Manager, Brooke DuBose, will be available as needed by phone and email, we recommend scheduling biweekly coordination calls with SRTA staff to review ongoing work and discuss upcoming tasks. In addition to regular scheduled communication, TDG will provide monthly status reports that document the status of our team's work.

Early in the project, the TDG Team will review different sample plan documents with SRTA staff and other key stakeholders to determine the general design and structure of the ultimate plan documents. This early coordination ensures that the project is conducted in a manner that builds towards the final deliverables.

Task 1 Deliverables:

- Agenda and summary notes from project kickoff meeting
- Revised scope of work and schedule following project kickoff meeting
- Monthly progress reports
- Summary notes from biweekly coordination calls, as needed

Task 2: Community and Stakeholder Outreach

Effective public outreach is the cornerstone of TDG's planning and design approach. Public involvement processes will be tailored to the needs of each individual project. Working with the Local Government Commission (LGC), a nonprofit that has conducted outreach and facilitation for over 70 Caltrans-funded planning projects, we will craft a public outreach strategy that is tailored to the needs of SRTA, the local agencies and general public. While our multi-disciplinary team is highly skilled in technical matters, we specialize in translating transportation-jargon into common English (and Spanish or other languages as needed), and at finding ways to bring the public's concerns to the table in a constructive manner that moves projects forward.

Even the most well-publicized community meeting process does not reach all stakeholders, particularly in a large area like Shasta County. The TDG Team has supplemented conventional public outreach efforts with user-friendly online interactive mapping, websites, social

media venues, and surveys where people can provide detailed information about specific issues such as desired routes, challenging intersections or road segments, important destinations and other concerns. TDG has used this approach with tremendous success on past projects. We welcome the opportunity to work with SRTA and the Citizens' Advisory Committees (CACs) to first develop an Outreach Plan for the project and, second, to assist us in engaging as many residents as possible in the process.



LGC staff facilitating interactive workshop in Shasta County

Task 2.1: GoShasta Outreach Plan

At the outset of the project, the TDG Team will meet with SRTA and the CACs to get input on outreach components and issues. We will prepare an Outreach Plan that will outline the timing, purposes, potential location, and audiences for all engagement efforts. We propose two focused outreach phases: the first will be a week-long charrette: during the day we will lead walk and bike audits, meet with key stakeholders and identify key issues and opportunities. In the evenings we will host a series of workshops to share information about the project and gather input from the community-at-large. The second outreach phase will present the findings and recommendations for the Final Plan, and will solicit input on prioritization and implementation.

In order to maximize participation, we suggest a “resenders group” comprised of stakeholders such as Shasta Trailblazers and Shasta Living Streets, Shasta Wheelmen, and Healthy Shasta who can re-broadcast event invites, announcements and links to their constituents. We have had exponential success with this approach.

Task 2.2: GoShasta CAC Meetings

In our experience, it is helpful to clearly articulate the role of an advisory committee at the outset of a project. TDG can provide sample language for the CAC Statement of Purpose, drawing from our work with similar groups on other projects. TDG will meet with the CAC up to 12 times over the course of the project. We suggest three in-person meetings (during the kickoff and outreach phases), with additional meetings held via conference call (and webinar as needed).

Task 2.3 Workshops

Public Meetings are a central part of any Public Outreach Plan; however, TDG and LGC have a history of using creative strategies to make meetings both productive and fun. Sometimes, we accomplish this through the meeting format, such as incorporating a hands-on budgeting exercise to facilitate project prioritization. In other instances, we accomplish this by partnering with a compelling sponsor that can help promote and host meetings. For the Fort Collins Bike Master Plan, public meetings were sponsored by the locally-based brewery, Fat Tire. These creative approaches will help avert “meeting fatigue” among potential participants. With these goals in mind, we will work with SRTA and local agency staff to craft a creative approach that fits the character and needs of the Shasta region. As an optional task, Spanish translation services can be provided for outreach materials and at meetings to insure inclusive participation.



TDG's work on the Minnesota Bicycle Master Plan included extensive outreach in all geographic regions of Minnesota

During the week-long charrette at the start of the project, a series of four workshops around the County will be held to inform residents about the goals of the ATP, provide an overview on some of the tools and designs that support active transportation and to ask participants to provide input through a variety of techniques. We find that clustering these types of activities builds excitement for the project and will work with SRTA and others to ensure these are well publicized and subsequently well attended. If possible, some of the walk and bicycle audits will be scheduled to take place in the evening as part of the workshops.

In addition, a series of focused stakeholder meetings will be held during the first phase of outreach to identify considerations and opportunities with key agencies and organizations within Shasta County.

A second round of workshops will be held once a draft plan has been prepared. These workshops will be structured in an “open house” format to allow community members to provide feedback and comments on the recommendations for the draft plan.

Task 2.4: Web-based Tools

Understanding that SRTA is interested in cost-effective strategies for maximizing public input, we propose to use a variety of engaging web-based tools. These tools will also allow residents in more remote areas of the County to participate without traveling distances for in-person events. Strategies include online polls, a visual preference survey and WikiMap, our web-based interactive mapping tool that allows users to draw and write comments. The TDG Team will also use photos and videos from different parts of the Shasta Region to help stakeholders understand existing conditions and solicit input on facility preferences. See Task 4.2 for more details. Workshop materials and presentations can also be shared “virtually”.

Task 2 Deliverables:

- Public Outreach Plan (draft/final)
- CAC meeting agendas, participation and summary notes
- Stakeholder meeting/focus group agendas, participant lists, and summary notes (up to three)
- Public meeting materials, facilitation and summary notes (up to eight)
- Web-based survey, WikiMap, plus support and content development, to the extent of the budget available, for SRTA’s social media and project website
- Public Engagement Summary and Infographics (draft/final)

Optional Task 2 Deliverable:

- Spanish translation services for materials and events

Task 3: Compilation of Existing Data, Policies and Programs

The purpose of Task 3 is to compile data and evaluate existing walking and bicycling conditions throughout Shasta County. This will involve a substantial review and analysis of existing data sources, and focused data collection in areas with known challenges.

Task 3.1: Policy and Programs Inventory

Through our work on active transportation projects across the U.S., TDG has both led the development of, and compiled a great deal of information on, innovative best practices that support increased walking and bicycling. As part of our discovery phase, our team will review existing policies, programs and practices in Shasta County as a means to develop an informed understanding of the relevant policies and issues that need to be considered and addressed in the Plan. Given the project timeframe, this will be a high-level review focused on identifying model policies and major policy issues that exist in Shasta County. We will categorize and assess these efforts based on national best practices and identify opportunities for ATP focus areas. Our project manager, Brooke DuBose, is an expert evaluator for the Office of Traffic Safety’s California Statewide Pedestrian Safety Assessment Program, and has delivered similar benchmarking assessments to over a dozen communities throughout Northern California.

Task 3.2: Pedestrian and Bicycle Travel and Infrastructure Inventory

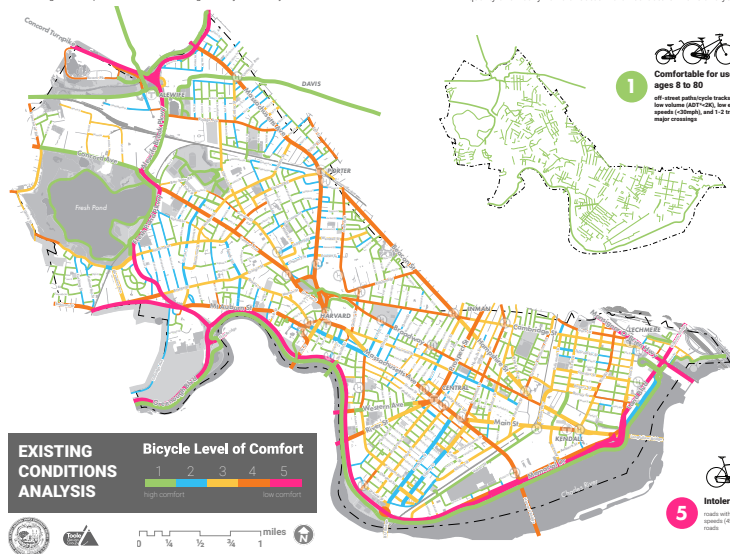
The TDG Team will obtain and create an inventory of bicycle and pedestrian data available at the local and regional level within the Shasta Region including data from: SRTA, Caltrans, local jurisdictions, the McConnell Foundation, and Healthy Shasta. Data that will be sought for the inventory includes:

- Bikeway and facility classification data
- Multi-use paths and trails
- Sidewalk and curb ramp data
- Bicycle parking
- Marked pedestrian crossings and traffic signal locations

How comfortable is **your** route?

Bicyclists have varying levels of tolerance for traffic stress created by volume, speed, and proximity of adjacent traffic. Their tolerance may vary by time of day or trip purpose. A person's tolerance is likely to change over time and with bicycling experience. The Cambridge Bicycle Level of Comfort analysis is based on the Dutch concept of increased separation from traffic as volume and speed increase along with the provision of safe crossings of major roadways.

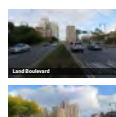
This analysis was customized for the experience of average bicyclists in Cambridge. It is intended to inform the bicycle network plan as a general baseline of roadway comfort and may not reflect the experience of every individual bicyclist. While bicyclists' comfort may vary with time of day, BLC ratings reflect a 'worst case scenario' due to characteristics of a typically permanent nature. Pavement quality and heavy vehicle routes were not factors in this analysis due to their temporary nature.



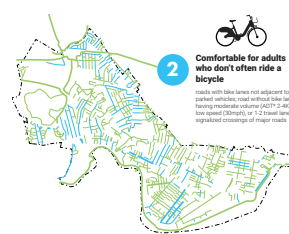
1 Comfortable for users from ages 8 to 80
off-street paths/cycle tracks; roads with low volume (ADT < 10k), low effective speeds (< 30mph), and 1-2 travel lanes, no major crossings



* Average Daily Traffic, or ADT, is the average number of vehicles per day at a point on the roadway. In this analysis, extensive traffic count data from the City of Cambridge and MassDOT were used to estimate ADT for each roadway segment. Fill in gaps with local knowledge and data from comparable roadways.



5 Intolerable even for most experienced adults
roads without bike lanes with very high volume (ADT > 15k), high speeds (> 40mph), and 4 travel lanes, unseparated crossings of these roads



2 Comfortable for adults who don't often ride a bicycle
roads with bike lanes not adjacent to parked vehicles, road without the same low speed (< 30mph), or 1-2 travel lanes, unseparated crossings of major roads



3 Tolerable for adults who are comfortable in shared traffic but prefer separation from vehicles
roads with bike lanes adjacent to parked vehicles or roads without bike lanes having higher volume (ADT > 10k), higher speeds (> 30mph), or 2-3 travel lanes, roads with unseparated crossings



4 Tolerable for adults comfortable in shared traffic without separation
roads without bike lanes having high traffic volume (ADT > 15k), higher speeds (> 40mph), or 4 travel lanes, unseparated crossings of these roads, or roads with high frequency bus routes



- Planned bicycle and pedestrian improvements
- Street centerlines and number of lanes
- Bike and pedestrian counts
- Traffic volumes
- Posted speed limits
- Roadway shoulder widths
- Existing and future land use
- Parks, open space, and other recreational facilities
- School locations
- Bus routes and stops
- Activity centers and other destinations

In addition, we will obtain the most recent five years of bicycle and pedestrian crash data for the Shasta Region from the UC Berkeley Transportation Injury Mapping System. This crash data will be supplemented with any reported bicycle or pedestrian property damage only crashes from the Statewide Integrated Traffic Records System (SWITRS) maintained by the California Highway Patrol. If possible, this data will be georeferenced to allow for easy mapping of bicycle and pedestrians crashes in the region and to assist in safety performance evaluation.

Optional Task: Demand Forecasting Model

Bicycle and pedestrian demand forecasting has become increasingly relevant over the last few years as communities look to quantify expected outcomes when public funds are invested in new on and off-road facilities. In response to this growing interest, Brooke DuBose co-authored the FHWA white paper "Bicycle and Pedestrian Forecasting

Tools: State of the Practice" (2015), and summarized the state of the practice for bicycle and pedestrian forecasting tools. The TDG demand forecasting model builds on these tools. This includes the creation of heat maps to identify the potential biking and walking trips by geographic area, and the use of regression analysis to estimate demand for specific facilities. Once demand is determined, the number of motor vehicle replacement trips is calculated which in turn allows us to determine potential reduction in emissions, thereby improving air quality. Our methodologies are designed to be meaningful, transparent and reproducible with outcomes that can be graphically presented for easy interpretation.

Optional Task: Level of Traffic Stress Analysis

Over the course of numerous active transportation plans, TDG has pioneered a method of evaluating the level comfort or stress that a bicycle network provides to users. Using data that is proven to influence a rider's comfort, TDG's Bicycle Level of Traffic Stress (LTS) analysis will allow SRTA to understand how comfortable a bike facility (e.g. trail, bike lane, shared route, etc.) is for a typical, less experienced bicyclist. Factors used in the analysis include vehicle speeds and volumes, and the type of separation between bicyclists and vehicles. While standard LTS methodologies are designed for urban/suburban roadways, TDG has refined suitability tools to more accurately reflect bicyclists' experiences on rural roadways. TDG has conducted LTS analysis for communities and regions throughout the country, including the Tulsa MPO (INCOG), the Charlotte, NC region, Fort Collins, CO, Cambridge, MA, Minneapolis, MN,

and many others. We can develop LTS maps that can be used at public meetings and which will inform the gap analysis and recommendations developed in subsequent tasks.

BICYCLE TOURISM



PIKES PEAK AREA, INCLUDING COLORADO SPRINGS

Bicycle tourism adds
\$23
MILLION
per year

Up to
270%
return on
investment



"Bicycling is one of the most cost-effective transportation investments the region can make."

TDG created infographic boards for the Lower Rio Grande Valley, TX active transportation and tourism strategy

Task 3.3: Best Practices and Emerging Trends

Through our extensive work on active transportation projects, TDG has compiled a rich collection of best practices, case studies and emerging trends that we will tailor and package for the CAC through a series of presentations. Potential topics could include:

- Innovative design guidance for rural and recreational areas
- Developing an 8-80, low-stress bikeway network
- Vision Zero strategies for regional and rural areas
- Bike share feasibility and funding mechanisms
- Best practices for creating a regional active transportation plan (how to be grant-competitive, performance metrics, prioritization)
- Complete Streets policies and practices
- Bicycle and pedestrian safety analysis and countermeasures

- Maintenance programs and policies
- Leveraging active tourism for economic development
- Data collection programs

SRTA's request for a CAC Field Trip is an excellent one.

We have led mobile tours in dozens of communities showcasing applications of innovative facilities. Most locally, our team includes staff who work and live in Sacramento, Davis and Berkeley. We can host the CAC for a full day to meet with local agency staff and tour locations that highlight best practices and emerging trends in active transportation.

Task 3.4: Walk and Bike Audits

The TDG team regularly conducts walk and bicycle audits as part of its active transportation planning. These public-facing meetings typically include a cross-sector of community members and its local government staff, with an eye on creating a single common experience in understanding existing conditions. Walk and bicycle audits are not only intended to identify solutions, but to begin the conversation about safe, comfortable and accessible active transportation conditions, often inspiring an 'a-ha' moment for participants. The post-audit debrief by group is used to gather information from participants and begin to form the narrative about existing conditions and desired improvements. During the debrief the team will begin to identify specific infrastructure, operational, and programmatic changes to address the identified concerns. We will lead up to 12 audits during the first outreach phase.



TDG staff leading a walking audit

Task 3 Deliverables:

- Inventory and evaluation of policies, programs and practices
- Infrastructure Inventory
- Up to three best practices and emerging trends presentations
- Preparation, facilitation and documentation of a field trip and up to 12 walk and bike audits
- Existing conditions report (draft and final) designed as a section/chapter of the final Plan

Optional Task 3 Deliverables:

- Demand Forecasting Model
- Level of Traffic Stress Analysis

Task 4: Data Collection Program

Task 4.1: Data Collection Program Plan

Drawing on the inventory of available data collected, SRTA's general data collection standards, and data sources required to effectively compete for grant funding and evaluate walking and biking within the region, we will develop a data collection program plan that outlines the state of the Shasta Region's active transportation data and documents near- and long-term needs for data collection and maintenance.

Based on the data needs identified in collaboration with SRTA staff, the TDG Team will develop a protocol to assist SRTA in regularly collecting, updating, and maintaining walking and biking data. The protocol will include how SRTA staff or partnering agencies should collect and share data. For bicycle and pedestrian volume data this will include establishing who is counted as a bicyclist or pedestrian, how count data should be reported and stored, and directions for SRTA and their partners to share with count firms. For bicycle and pedestrian facility data, we will establish a data structure of fields that SRTA should collect as part of their program which will be populated with existing data and fields that are currently unavailable will be prioritized into near-term and long-term needs to assist SRTA in effectively spending limited resources and staff time to build upon their existing datasets.

Task 4.2: Online Tool

In coordination with the Public Outreach task, the TDG Team will develop and host a website for SRTA's Active Transportation Plan that includes a web map allow visitors to view and explore the hosted data. Bicycle and pedestrian data available on the web map could include:

- Existing Networks
- Planned Projects
- Volume Data
- Performance Measures



Interactive map TDG created for Charlotte, NC

Our online WikiMap tool can be set up to allow SRTA to continuously collect crowd-sourced updates to facility data for SRTA staff to update as well as providing a location-specific opportunity for the public to provide feedback to help improve walking and biking within the Shasta Region. If desired, we will set up a phone meeting between SRTA staff and SACOG staff to discuss the Sacramento Region's CycleSac smartphone application that allows users to track their biking activity and report problems along their route. Based on this meeting, the TDG Team will develop recommended next steps for SRTA to implement their own crowd-sourced data collection system.

In addition to the WikiMap, we can assist SRTA staff in developing "dashboard" graphics that SRTA can host and update on an ongoing basis to track key active transportation metrics.

Task 4 Deliverables:

- Data Collection Plan (draft/final)
- Web-based Mapping Tool

Task 5: GoShasta Active Transportation Plan

Task 5.1: Policy Framework

We will collaborate with SRTA to develop a Vision Statement, Goals and Objectives for the Plan. We will

discuss this with the CAC at their first meeting and draw heavily on their draft mission, as well as the 2018 RTP targets. Leveraging our knowledge of national and regional best practices (including the policy/plan review), TDG will provide regional and local samples of Complete Streets and other policies, ordinances, and codes for consideration.

Working with the National Complete Streets Coalition – Smart Growth America, TDG staff have helped develop and teach a series of workshops. More recently, TDG developed a new one-day course for FHWA that is designed to help city, county, regional and state agencies develop and implement Complete Streets policies. TDG has also developed Complete Streets design manuals in Seattle, Eugene, Boston, Dallas and Saint Paul.

Task 5.2: Proposed Network

The TDG Team will develop and describe regional and subarea maps of the bicycle and pedestrian networks within the Shasta Region. As part of the documentation, we will document intraregional routes connecting key activity centers and Strategic Growth Areas within the region. These designated routes will include existing and recommended bicycle facility classifications to provide low-stress cycling connections to the greatest extent possible. Designated routes will take into account the land use context and varying terrain present within the region.

Task 5.3: Programs

Based on the information gathered in Task 3, the TDG Team will prepare recommendations infrastructure and non-infrastructure programs and other efforts that will support and encourage walking and bicycling in the Shasta Region. Programmatic recommendations will consider strategies such as Bike Share, bicycle/pedestrian safety education, Safe Routes to Schools programs, maintenance, employer incentives, targeted enforcement, and other similar programs. Where applicable, examples from other communities will be included in the recommendations as a resource for the SRTA.

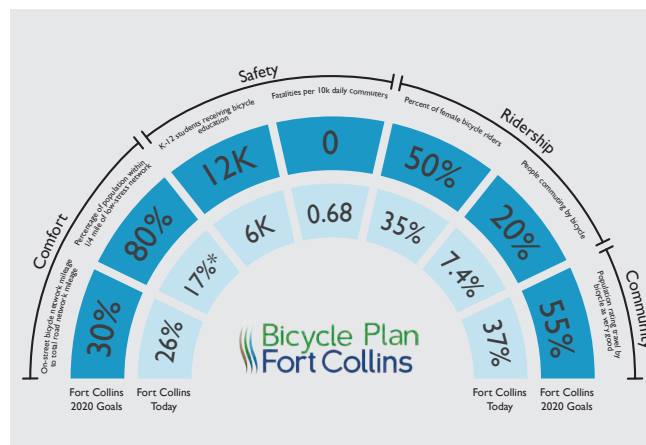
Task 5.4: Implementation

Performance Measures

The TDG Team will work closely with SRTA to develop a set of performance measures for Plan implementation. These performance measures will be consistent with

the Regional Transportation Plan, State standards and ATP program guidelines. Performance measures will allow SRTA to track and demonstrate progress over time, in terms of facilities (e.g., percent of population within three miles of bicycle facility), safety (e.g. reduction in severe injuries and fatalities), behavior (e.g., mode shift) and other benefits (e.g., reduction in VMT). Selected performance measures will be based on their ability to be measured, availability of the data and practicality of being achieved within the ATP lifespan. For the final Plan, TDG will develop a matrix that links performance measures to Plan goals, to show their alignment.

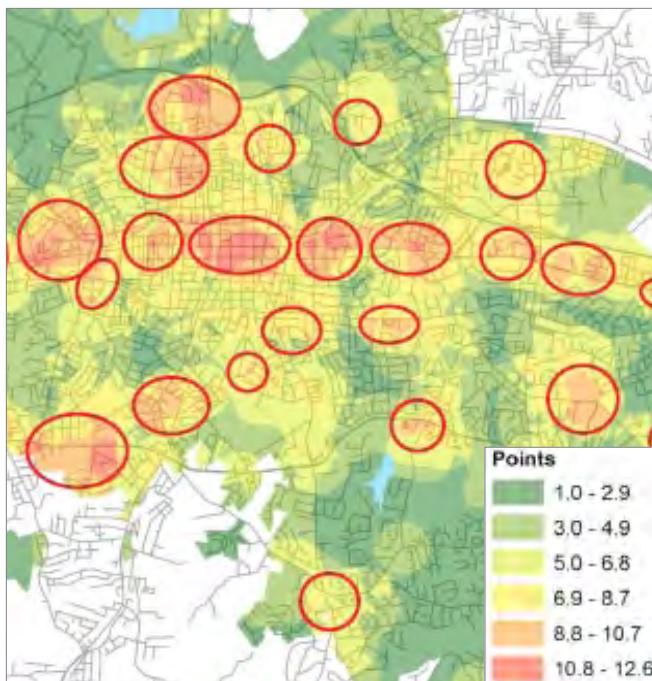
As an optional task, TDG could help SRTA develop a website dashboard with infographics of the Plan performance measures that could be updated periodically, to improve transparency and public awareness around ongoing Plan implementation.



Performance Measures for the Fort Collins bike plan

Prioritization

TDG has unparalleled experience with the prioritization of pedestrian and bicycle projects. We have used a data-driven process to help dozens of communities identify projects that have the greatest potential benefit, and recently authored the leading national research on this topic (the NCHRP 803 ActiveTrans Priority Tool Guidebook). This national report presents a step-by-step methodology for prioritizing active transportation projects and includes a programmed spreadsheet that helps automate the process. We will use the Plan performance measures to help identify and weight prioritization criteria, and will run a data-driven prioritization process to rank projects. This tool will also allow us to easily look at the top regional projects as well as the top ranked projects for each jurisdiction.



Example of map generated by ActiveTrans Priority Tool

Input from the CAC and first round of outreach will help determine what criteria and variables are included, and how they are weighted based on their relative importance to the community. Possible criteria include safety, demand, connectivity, equity, and reduction in VMT or greenhouse gas emissions.

Project List

Projects will be scored and ranked through the prioritization process that is developed. This list will be dynamic and evolve over time as projects are implemented, priorities shift and new opportunities arise. Projects may be grouped by geography, facility type, corridor and cost. An ATP scoring criteria compliance table will also be provided for the GoShasta and City of Redding projects.

Implementation Plan

As the final step, the TDG Team will work with SRTA and local agency staff to prioritize projects in the regional active transportation network into five-year bands through 2035. TDG will complete this task using the Plan goals and performance measures, and we will develop a map of each implementation phase. The prioritized project list will be attributed with jurisdiction and implementing agency information, so that the data may easily be grouped by geography or implementing agency. For near- and short-term projects, we will recommend specific potential funding sources.

Optional Task: Cost Calculator

TDG has extensive experience completing detailed and accurate cost estimates for dozens of projects through PS&E. As an optional task, we will complete full cost estimates for projects selected for the Capital Facilities list and other 'early implementation' projects – the number to be as defined in the final scope. Using our Cost Calculator, we will also develop planning level cost estimates for all other projects recommended in the Plan. Our Cost Calculator is a flexible, Excel-based tool that uses historical numbers to calculate costs. Whenever possible, we like to use local data such as the cost per lineal foot for putting down paint stripes. We will also provide the City with our Cost Calculator for future use.

Task 5.5: Draft Plan and Final Plan

The final step will be to develop a draft and final Active Transportation Plan, which will assemble key findings and steps from prior tasks into a succinct, user-friendly report. Alternatively, TDG can develop a web-based Plan organized by theme or chapter content for quick reference, and can be downloaded as needed. The draft Plan will be presented for review and comment by SRTA staff, GoShasta CAC and Steering Committee and the public, and will ultimately be adopted by the SRTA Board. Our budget assumes one round of revisions to the Draft Plan, and one round of revisions to the Final Plan document.

Task 5 Deliverables:

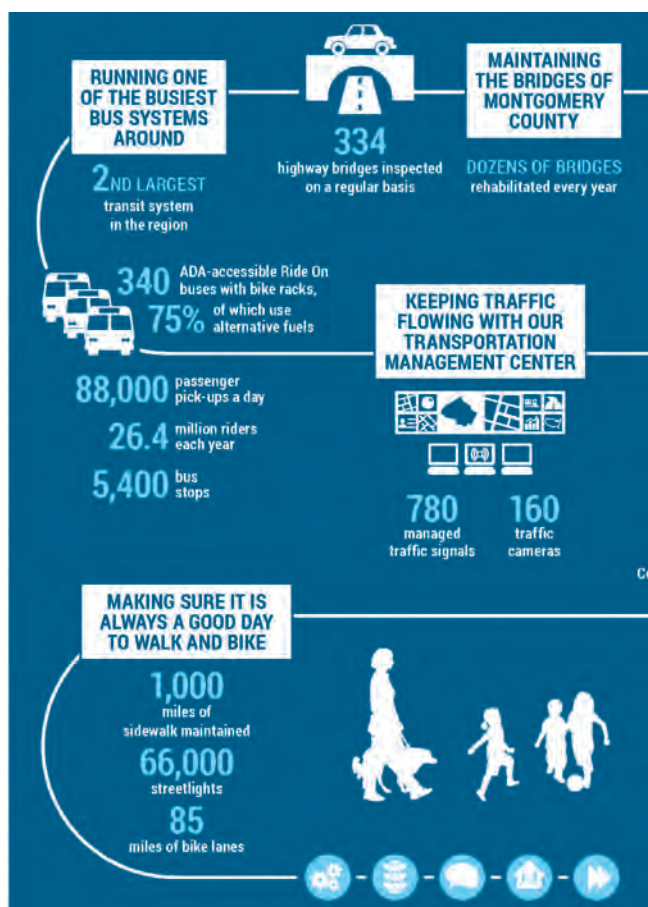
- Performance Measures
- Prioritization Methodology and ranked project list
- Implementation Plan
- GoShasta Active Transportation Plan (draft/final)
- Final presentation to SRTA Board
- All final project maps, GIS data, graphic files, spreadsheets, and other project files

Optional Task 5 Deliverable:

- Cost Calculator

Task 6: Draft and Final Redding Active Transportation Plan

The development of the Redding ATP is an opportunity to dive deep into the expansion of the City's pedestrian and bicycle realm. While our work plan and schedule assumes that the GoShasta and Redding ATPs will be developed concurrently to maximize efficiencies and resources, we will develop a tailor-made plan for the City to readily fund and deliver projects and programs.



TDG created a compelling, graphically rich vision plan for the Montgomery County DOT

Task 6.1: Kickoff

In conjunction with the GoShasta ATP kickoff, the TDG Team will meet separately with City staff to set the work plan, schedule and deliverables for the Redding ATP. We anticipate ongoing coordination calls and in-person meetings, as needed, to review progress and discuss upcoming activities specific to the Redding ATP.

Task 6.2: Community and Stakeholder Outreach

Public engagement with the Redding community will yield important information and support for both the city- and countywide ATPs. The TDG Team will develop a Redding ATP Outreach Plan with focused activities throughout the plan's development. This will include all of the tools and strategies described in Task 2 including Redding CAC meetings, two rounds of workshops, online tools and surveys, and the walk and bike audits in Task 3.

Task 6.3: Existing Conditions

Based on the data collected and integrated as part of Task 3 and Task 4, the TDG Team will develop an Existing Conditions report. The report will include an inventory and assessment of the City's existing plans, policies, programs and practices; maps and narrative of bicycle and pedestrian collision analyses (five-year), facilities and activity (to the extent available), and gaps and other important locations that could be prioritized for improvements including those that would provide access to downtown, transit, key destinations, and Safe Routes to Schools or parks; and a list of issues and opportunities for Redding ATP focus areas.

Task 6.4: Proposed Policies and Projects

The TDG Team will develop a policy framework for the Redding ATP that will include measurable goals, objectives and action items. Using this framework as a guide, we will identify a list of projects that improve the safety and connectivity of the City's bikeway and pedestrian networks, provide access to key destinations within the City, reduce high-stress portions of the bikeway network and address ADA concerns.

Task 6.5: Draft and Final Redding Active Transportation Plan

For the final deliverable, we will consolidate and finalize Task 6 deliverables to create the draft and final Redding ATP. As part of this task, proposed projects and programs will be scored and prioritized based on community input. An implementation program will outline strategies for funding and completing the proposed work plan.

Task 6 Deliverables:

- Kickoff meeting materials and facilitation
- City specific outreach activities (deliverables included in Tasks 2 and 3)
- Existing Conditions Report (draft and final)
- Policy framework and list of proposed projects/programs
- Draft and Final Redding ATP (one round of revisions)

Project Timeline

Following is the TDG Team's proposed timeline. Based on our experience working on similar efforts, we anticipate that the project can be substantially completed in approximately 12 months. However, we are flexible on this aspect and can revise our schedule to meet SRTA's staff and partner needs.

revise our schedule to meet SRTA’s staff and partner needs.					Month (After Receiving Notice to Proceed)							
Tasks	1	2	3	4	5	6	7	8	9	10	11	12
1: Kickoff and Project Management												
1.1: Kickoff Meeting												
1.2: Ongoing Project Management												
2: Community and Stakeholder Outreach												
2.1: GoShasta Outreach Plan												
2.2: GoShasta CAC Meetings												
2.3: Workshops												
2.4: Web-based Tools												
3: Compilation of Existing Data, Policies and Programs												
3.1: Policy and Programs Inventory												
3.2: Pedestrian and Bicycle Travel and Infrastructure Inventory												
3.3: Best Practices and Emerging Trends												
3.4: Walk and Bike Audits												
4: Data Collection Program												
4.1: Data Collection Program Plan												
4.2: Online Tool												
5: GoShasta Active Transportation Plan												
5.1: Policy Framework												
5.2: Proposed Network												
5.3: Programs												
5.4: Implementation												
5.5: Draft Plan and Final GoShasta Active Transportation Plan												
6: Draft and Final Redding Active Transportation Plan												
6.1: Kickoff												
6.2: Community and Stakeholder Outreach												
6.3: Existing Conditions												
6.4: Proposed Policies and Projects												
6.5: Draft and Final Redding Active Transportation Plan												

◆ Deliverable



DBE PARTICIPATION

Toole Design Group is a certified Disadvantage Business Enterprise (DBE) and as the prime consultant will be responsible for 60% of the work should our team be awarded the contract. Below is TDG's listing in the California DBE business directory.

← → ↻ www.dot.ca.gov/ucp/QuerySubmit.do

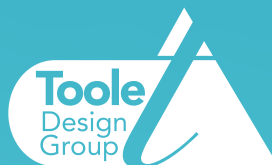
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Search Returned 1 Records

Query Criteria
 Firm/DBA Name: Toole Design
 Firm Type: DBE

Firm ID	38891
Firm/DBA Name	TOOLE DESIGN GROUP, LLC
Address Line1	8484 GEORGIA AVE., SUITE 800
Address Line2	
City	SILVER SPRING
State	MD
Zip Code1	20910
Zip Code2	
Mailing Address Line1	8484 GEORGIA AVE., SUITE 800
Mailing Address Line2	
Mailing City	SILVER SPRINGS
Mailing State	MD
Mailing Zip Code1	20910
Mailing Zip Code2	
Certification Type	DBE
E-Mail	compliance@tooledesign.com
Contact Name	JENNIFER TOOLE
Area Code	(301)
Phone Number	927-1900
Alt Area Code	()
Alt Phone Number	
Fax Area Code	(301)
Fax Phone Number	927-2800
Agency Name	DEPARTMENT OF TRANSPORTATION
Counties	01; 07; 10; 19; 21; 27; 28; 32; 33; 34; 36; 37; 38; 40; 41; 42; 43; 44; 46; 49; 56;
Districts	02; 03; 04; 05; 06; 07; 08; 11;
DBE NAICS	541811;
ACDBE NAICS	
Work Codes	18760 Transportation Planning;
Licenses	
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Gender	F
Ethnicity	CAUCASIAN
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