Washington State Department of Transportation
ACTIVE TRANSPORTATION PLAN UPDATE – TECHNICAL SERVICES
Statement of Qualifications Packet A - May 15, 2018
May 14, 2018

Washington State Department of Transportation
310 Maple Park Avenue SE, Room 2B25
Olympia, WA 98501
Sent via email to CSOSubmittals@wsdot.wa.gov

RE: Statement of Qualifications Packet A
Active Transportation Plan Update – Technical Services

Dear Members of the Selection Committee:

Toole Design Group, LLC (TDG) is pleased to submit our qualifications for the preparation of the Active Transportation Plan Update for the Washington State Department of Transportation (WSDOT). Our team has extensive experience working with state departments of transportation (DOTs) across the country to advance active transportation. To date, we have worked directly with over 30 state DOTs developing active transportation plans, design manuals, and other initiatives focused on improving safety, access, and mobility for people walking, biking, and taking transit. This experience is coupled with a strong knowledge and understanding of WSDOT’s programs and policies. Currently, our team members are working with WSDOT on completing a Safe Transportation for Every Pedestrian (STEP) Action Plan for reducing crashes at marked crosswalks at uncontrolled locations. We have also helped municipalities throughout the State of Washington on active transportation plans, projects, and programs.

The TDG Team brings a wealth of directly relevant expertise to this project, from bicycle and pedestrian network analysis and development, to policy guidance and data-driven prioritization. We have a reputation for producing visually-appealing and accessible final reports that convey complex information clearly. Our team includes planners, engineers and designers with substantial experience on similar projects.

TDG understands that WSDOT’s goal for this project is to update the Active Transportation Plan’s vision and policy direction, develop a network analysis framework, and identify actionable prioritized tactics for WSDOT and its partners to meet the Plan’s goals. The Plan will serve internal (agency) and external (local partners, public) audiences, and provide direction towards achieving the state’s ambitious safety and mobility goals for walking and biking.

As prime consultant for the project, TDG will be responsible for project management and contract execution, as well as overall planning, outreach, and development of all project deliverables. Seattle Office Director, Amalia Leighton Cody, P.E., AICP, will serve as Principal-in-Charge and will oversee all aspects of the project. Michael Hintze, AICP, Director of Planning for TDG’s Seattle Office will serve as Project Manager. Michael will be assisted by a team of experts with deep experience in statewide active transportation master plans and other relevant technical areas.
TDG is excited to continue our collaboration with PRR, Inc. The firm brings a wealth of public engagement experience, and has assisted WSDOT on other statewide planning initiatives. PRR is a certified Disadvantaged Business Enterprise (DBE) in Washington State. We are also excited to include TDW+Co (TDW) a firm specializing in conducting demographic research, developing targeted outreach messaging, and “TransCreating” materials for targeted audience. TDW is a certified Underutilized Disadvantaged Business Enterprise (UDBE) in Washington State. Finally, we are pleased to have ECONorthwest (ECONW) on our team, who will lead the economic analysis and funding strategy.

The professional and technical resources of the TDG Team are very deep, and we are confident of the availability of our project team to deliver an exceptional plan within WSDOT’s timeframe. If you have any questions, please do not hesitate to contact Project Manager Michael Hintze or Principal-in-Charge Amalia Leighton Cody. We are eager to begin work on this exciting and timely endeavor. Thank you for your consideration of our team.

Sincerely,

Jennifer L. Toole, AICP, ASLA
President

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Project Understanding

Washington State is a long-standing national leader in planning for and accommodating bicycle and pedestrian travel. As the United States’ #1 Bike Friendly State since 2008 (League of American Bicyclists), and the #1 ranked state by the Safe Routes to School National Partnership, Washington continues to set the bar for statewide active transportation planning. The Washington State Department of Transportation’s (WSDOT) dedicated pedestrian and bicycle project funding, growing count program, and recently established Active Transportation Division continue to move active transportation forward. Statewide, 4.4 percent of commuters bike or walk to work, and in 2017 WSDOT’s permanent counters showed 1.5 million biking and walking trips across nine communities.

An increase in funding for active transportation, organizational changes, and a Design Manual that emphasizes flexible design and practical solutions all present a promising foundation for developing a Plan that will increase access, safety, and mobility for all Washingtonians.

The 2008 Washington State Bicycle Facilities and Pedestrian Walkways Plan set ambitious goals for decreasing the statewide average for traffic collisions that resulted in an injury or fatality—from 400 in 2008 to 150 by 2027—while doubling the amount of walking and biking in the State. WSDOT faces the challenge of an average annual increase of 3.3 percent in the number of pedestrian and bicycling injuries and fatalities from 2008 to 2015. Additionally, while the biking and walking commute mode shares did increase from 2008 to 2015, the combined modes are increasing at an annual rate of 0.6 percent per year where an annual growth rate of 5.3 percent is required to meet the 2008 goal.

Toole Design Group (TDG) has developed active transportation plans for hundreds of communities across the country. These have been for large, medium and small communities, including multi-jurisdictional regions and state-level planning initiatives in 24 states. We are also currently developing 22 state-level Safe Transportation for Every Pedestrian (STEP) Action Plans, including Washington. TDG has worked with cities both big and small in Washington State to plan and implement active transportation networks, and we are well aware of the need for different approaches in rural/small towns vs. urban environments.

TDG approaches all of its projects with multidisciplinary teams comprised of planners, engineers, designers, data analysts and communication specialists. We bring specific
and relevant expertise in bicycle and pedestrian network analysis and development, policy and design guidance, safety analysis, data collection and management, inclusive stakeholder engagement and facilitation, prioritization, and more. TDG’s deep skillset is bolstered by our work on important and relevant national best practice guides, including:

- **AASHTO Guide for the Development of Bicycle Facilities**
- **AASHTO Guide for the Planning and Development of Pedestrian Facilities**
- **FHWA Guide for Maintaining Pedestrian Facilities for Enhanced Safety**
- **FHWA Bike Network Mapping Idea Book**
- **FHWA Workbook for Building On-Road Bike Networks through Routine Resurfacing Programs**
- **FHWA Achieving Multimodal Networks: Applying Design Flexibility and Reducing Conflicts**
- **NCHRP 803 Pedestrian and Bicycle Transportation Along Existing Roads: Priority Tool Guidebook**

TDG developed the Bicycle Network Analysis (BNA) tool in partnership with PeopleForBikes to measure and communicate the connectivity of a community’s low-stress bicycle network. The innovative and user-friendly tool has been applied in over 500 communities across the nation. TDG has worked with the Massachusetts Department of Transportation (MassDOT) to develop the first comprehensive separated bike lane guide prepared by a state DOT in the United States. Finally, TDG has worked with many cities and states on targeted safety initiatives, including statewide safety action plans, sophisticated crash analysis, and Vision Zero action plans.

The Active Transportation Plan Update will provide a clear and compelling blueprint for WSDOT and its partners at all levels to advance pedestrian and bicycle networks, enhance safety, and provide access and opportunity to all residents and visitors. The Plan will identify current barriers to these modes as well as opportunities to better integrate local, higher comfort networks with the state system. This effort will align with WSDOT’s commitment to the *Practical Solutions Planning* approach, which emphasizes addressing performance needs throughout all phases of development, and engaging local partners and stakeholders at the earliest stages of scope definition to account for their input at the right stage of the development process. For the Active Transportation Plan update, this will also mean looking at off-system solutions and considering incremental strategic capital solutions.

The Active Transportation Plan update’s success will hinge on the extent to which its goals, policies, strategies, and tactics respond to all voices. It will be critical to engage a diverse group of stakeholders throughout the process using a variety of techniques designed to maximize input.

Another key component of the Active Transportation Plan Update will be presenting a thorough and transparent analysis of needs, funding constraints, opportunities, and anticipated return on investment so that stakeholders internal and external to WSDOT understand what is required to achieve the Plan’s goals from a funding and implementation perspective. This is critical for informing policy and partnerships.

“*We’re not just about moving cars and drivers, we’re about moving people.*”

- WSDOT Secretary Roger Millar
2017 WA Bike Summit
Project Approach

The TDG Team understands and anticipates the challenges that will come with preparing this plan under the watchful eye of many interested parties, all of whom have varied opinions, objectives, hopes, and concerns. We take great pride in our ability to listen, learn, and understand desires, constraints, and opportunities, and then craft tailored and detailed strategies. The TDG Team has identified five primary challenges for the Active Transportation Plan update, which are presented below along with our approach for addressing these challenges using collaborative planning, innovative analysis, and thoughtful and creative communication and engagement approaches.

Reaching All of Washington (Task 1)

Challenge: The Active Transportation Plan update will need to consider the needs of travelers of all ages and abilities, perhaps unlike any other mode of transportation, virtually everyone takes part in walking and bicycling. Addressing the breadth of challenges, opportunities, and needs for walking and biking in Washington is a particular challenge due to the State’s demographics and contextual diversity. Also, the Active Transportation Plan’s long-term success will depend on our ability to engage with, consider, and integrate the voices of traditionally underrepresented and underserved populations who rely on walking and biking.

Approach: TDG has extensive experience engaging diverse populations within large geographies, and has teamed with PRR because of their many years of ongoing work on a broad range of WSDOT planning, design, and construction projects across the State. PRR is well versed in WSDOT’s expectations for community engagement, and will draw on both its knowledge of Washington State as well as its resources as a full-service communications firm to achieve fair and meaningful involvement from populations across Washington. TDW+Co brings a wealth of experience in conducting demographic research, developing targeted outreach messaging, and “TransCreating” materials for targeted audience.

For the most cost-effective and efficient approach to developing an outreach plan, we will start with a stakeholder analysis to prioritize and determine appropriate levels of community involvement. We will devote special attention to engage fresh voices, reaching communities of color and people with

“Active transportation isn’t just for urban centers.”
- WSDOT Secretary Roger Millar
2017 WA Bike Summit

PRR routinely engages people where they are for diverse insights that inform planning and design

TDW+Co successfully engaged a diverse neighborhood for a Complete Streets project in Bellevue, WA by providing translation and “transcreated” culturally appropriate outreach materials
disabilities, along with populations with high numbers of low-income earners, seniors, and people with limited English proficiency. For example, through its recent research work in Portland, OR PRR established a track record for studying how communities of color respond to multimodal transportation systems. Our approach will draw from and expand on those findings, which include evidence that people of color are more likely to ride the bus than bike, that they have concerns about infrastructure (lighting, sidewalks, etc.) and that they are more likely to switch modes for practical reasons than philosophical ones (e.g., helping the environment).

Although we will reach out to existing active transportation advocacy organizations as appropriate, we will focus our involvement efforts primarily on “meeting people where they are.” A major goal of our outreach plan is to help paint an accurate picture of the goals, values, needs, and desires of people who may not first and foremost identify themselves as avid cyclists or walkers.

To manage costs and maximize our reach, our approach will include leveraging and creating a presence at existing well-attended community meetings and other events during key milestones in the Plan’s development. In addition, because nearly all WSDOT Connecting Washington projects involve some level of attention to multimodal transportation, we will seek opportunities to gather feedback through existing and future planned WSDOT open houses and other public meetings. Other low-cost techniques that have proven successful include online open houses surveys and crowdsourcing mapping tools, as well as developing engagement toolkits and training community “ambassadors” to conduct discussions on behalf of the agency to glean local insights on network needs and priorities to include in the Plan.

The TDG Team is adept at translating technical information into lay-friendly formats, simple language, and compelling graphics and maps that effectively communicate a vision and the processes and findings that support implementation of that vision. We also understand and have experience creating attractive documents that meet Section 508 accessibility standards.

Bicycle Network Planning at Statewide Scale (Tasks 2 and 3)

Challenge: There are significant gaps in the State bicycle network, which are preventing bicycling from being a safe, convenient and more prevalent form of transportation and recreation. These gaps become even more pronounced when considering the needs of people of all ages and abilities. Additionally, whether proposed solutions are accepted, and how connections are prioritized, will vary at the local and regional levels based on a number of factors, including context, current pedestrian and bicycle activity, network density, opportunities, and local values. Greater consistency in WSDOT’s approach to identifying and evaluating potential bicycle routes will promote greater use of the statewide network and establish clear expectations for State Scenic Bikeways and U.S. Bicycle Routes.

Approach: The TDG Team has a firm grasp of efficient data-driven methodologies to assess connectivity, suitability (level of stress), and demand. TDG has developed bike networks at the state, regional, and local scales in hundreds of urban, suburban, and rural communities across the country, including in Washington. Our approach to developing and refining a network analysis framework to evaluate and prioritize existing and planned bicycle infrastructure will build off of this practical experience, including similar efforts for the states of Iowa, Massachusetts, and Minnesota. FHWA’s Guidebook for Measuring Multimodal Network Connectivity (2018) also provides guidance directly applicable to this effort.

Given the wide range of contexts and scales that need to be considered for a statewide active transportation plan, the network analysis framework would incorporate a variety of tools and methodologies that identify connectivity gaps and higher comfort alternatives, and improve access and safety along and across the state system. For example, the Bicycle Network Analysis (BNA) tool developed by TDG for PeopleForBikes can be used to efficiently analyze local networks using customized local data, or publicly available data. The BNA may be especially useful for identifying the most impactful alternatives in smaller
The TDG Team has a rich background in, and knowledge of prioritization efforts that are transparent and data-driven, while also able to incorporate qualitative input from stakeholder processes. TDG wrote the book on this approach: NCHRP Report 803 Pedestrian and Bicycle Transportation Along Existing Roads: ActiveTrans Priority Tool. Network prioritization is a critical step at which to engage stakeholders. The ActiveTrans Priority Tool is very compatible with WSDOT’s Practical Solutions Planning approach, as it provides a way to ascertain and assign value to local context and needs. This will be critical for achieving WSDOT’s goals for decreasing traffic collisions that result in an injury or fatality.

Pedestrian Network Planning at Statewide Scale (Tasks 2 and 3)

**Challenge:** Pedestrian networks are typically defined at an even finer grain than bicycle networks. While increasing walking is important to achieving a variety of state, regional, and local goals, pedestrian network analysis at the statewide scale is data-intensive, and pedestrian infrastructure data is often lacking or of low quality.
Furthermore, when conducting planning studies to address the needs of both pedestrians and bicyclists, it is common for pedestrians’ needs to be overshadowed by those of bicyclists, which tend to garner more attention.

**Approach:** TDG is sensitive to the needs of people using the pedestrian network, and we understand the factors affecting levels of walking, safety, and comfort. The TDG Team will apply this knowledge to focus the pedestrian network analysis within areas that have the highest propensity for pedestrian activity or that have potential for reduction of pedestrian crashes. Crossings of state routes, Safe Routes to Schools, access to transit, compliance with ADA regulations, and equity will be important considerations in the analysis.

To identify areas with high potential for walking, we will use population, employment, and demographic information from the U.S. Census. Available network data from local agencies, Metropolitan Planning Organizations (MPO)/Regional Transportation Planning Organizations (RTPO), and OpenStreetMap will be used to assess existing networks and identify gaps and barriers along and across the state system and adjacent high comfort alternative routes. We will rely on crowdsource mapping, the state ADA plan, and, potentially, other data such as transit stops, crash data, and land use, if available. TDG has experience integrating multiple datasets to define areas where resources should be focused, or where systemic pedestrian safety improvements are needed.

As part of our network analysis, we will focus on addressing the disproportionate rate of pedestrian crashes occurring at marked crosswalks at uncontrolled locations. Our work with FHWA’s STEP program in 22 states, has given us extensive experience providing policy guidance for identifying and prioritizing countermeasures for reducing crashes. This will be critical for achieving WSDOT’s goals for decreasing traffic collisions that result in an injury or fatality.

To ensure a balance between pedestrian and bicyclist topics in the Plan, outreach messaging and surveying approaches will highlight the importance of the pedestrian network as it relates to safety, access to other modes, and health and equity. The engagement approaches and solutions will also be tailored to meet communities’ individual needs as they relate to demographics and ability.

**Data Completeness (Task 2)**

**Challenge:** The project will entail developing a network analysis framework that relies on data from local, regional, and statewide sources. This data will vary in terms of completeness and quality. Furthermore, guidance and standards for pedestrian and bicycle data collection are generally lacking.

**Approach:** Determining the network analysis framework and data needs and sources often is an iterative process— one informs the other. The TDG Team understands the baseline information that is needed to conduct a network and demand analysis and often employs creative approaches to working with whatever data is available to conduct informative analyses. Before undertaking the analysis for the project, we will carefully review available data sources with regard to their quality and completeness, and we will identify any significant gaps that could impact the results. TDG has experience conducting data assessments for safety studies and network evaluations that inform the options and assumptions for subsequent analyses. We will document any data shortcomings and confirm the analysis approach with WSDOT before moving forward. TDG will work with WSDOT to engage MPOs/RTPOs to fill data gaps at the regional and local levels and build a statewide bicycle and pedestrian facility inventory. We have also had success using online survey and mapping tools to efficiently collect information that is not readily available in GIS from local agencies.

TDG uses open and crowdsourced data sources and travel surveys to support robust analysis of travel demand and patterns. In developing the methodology for PeopleForBikes’ BNA tool, we researched and explored a wide variety of data sources to ensure an approach that is broadly applicable to communities across the country.
methodology uses data from OpenStreetMap and the U.S. Census to generate an aggregate score that takes Bicycle Level of Traffic Stress and access to destinations into account. The BNA can be customized to use locally-available data. Using the BNA tool and OpenStreetMap, TDG has worked with communities of various sizes to compile, analyze and share their data on a local and regional level. OpenStreetMap provides an additional benefit as a data management platform that can be accessed and used by agencies throughout the State.

A Plan that Gets Implemented (Task 4 and 5)

**Challenge:** While Washington State has made progress in addressing pedestrian and bicyclist needs by increasing funding for active transportation projects and developing flexible design guide approaches, the Active Transportation Plan Update still faces real challenges to implementation. The costs of addressing the bicycle and pedestrian network needs that the Plan identifies will likely far exceed current funding levels. If the Plan’s solutions are to be implemented, buy-in from across the State is a must.

**Approach:** The TDG Team brings extensive knowledge on funding and implementation of bicycle and pedestrian facilities, and on developing funding scenarios grounded in rigorous financial analysis. TDG’s work developing the FHWA Workbook for Building On-Road Bike Networks through Routine Resurfacing Programs is one example of our knowledge of project programming and implementation, and ECONW brings strong experience working with state DOTs to develop future revenue forecasts, economic impact estimates, cost benefit analyses, lifecycle cost analyses, and funding strategy plans.

The TDG Team will produce a funding report based on solid estimation of the funding needs of the network analysis outcomes, a rigorous financial analysis that identifies unmet needs at current funding levels as well as other funding scenarios. The funding report will tie in other more difficult to quantify factors such as economic return on investment in active transportation, health, and environmental benefits using comparable studies from states such as Colorado, Minnesota, and Wisconsin.
The TDG Team is adept at soliciting input, and communicating technical processes and outputs using a story-driven narrative and graphics that help garner support from constituents at all levels. In partnership with WSDOT, PRR has managed and produced WSDOT communications to develop and maintain: public awareness of projects, timelines, construction milestones, and designs. PRR has fostered meaningful project dialogue through in-person meetings and correspondence; outreach to stakeholders (including door-to-door outreach and in-person meetings); project folios, fact sheets, maps, and graphics written in reader-friendly tone and in the WSDOT style; and regular web updates.

**PREFERRED BUT NOT REQUIRED TASKS**

The TDG Team is well-positioned to deliver on all of the additional tasks presented in the request for qualifications however it is our estimation that the budget available for this project is not sufficient for all of them. We would welcome discussion with WSDOT staff to determine which of the additional tasks are priorities and would best align with the Active Transportation Plan update. Below is a summary of our experience and qualifications for being able to deliver these additional tasks.

### Identify and Compile Data Sources to Understand Bike/Walk Usage and Demand in Washington State (Task 5)

**Challenge:** Bicycling and walking demand levels vary greatly across Washington due to the State’s land use, geographic, demographic, and economic diversity. Numerous data resources will need to be used to understand the role that biking and walking currently play in Washington’s transportation network. Furthermore, this data resides in multiple formats and with varied data managers. Existing data from WSDOT’s robust count program and permanent counters, in addition to local and regional count data needs to be integrated into a single usable data file and supplemented with additional data.

**Approach:** TDG has extensive experience working with bicycle and pedestrian count data and other activity datasets, both in count program planning and data analysis. Our staff wrote a substantial portion of NCHRP 797 Guidebook on Pedestrian and Bicycle Volume Data Collection, and has helped multiple state DOTs develop count programs following these principles. We have developed in-house software to help assimilate count data from various common counter vendors through these projects. In the Seattle Bicycle and Pedestrian Safety Analysis, we developed a model using Seattle’s

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**High Potential**
- Top 3% of regional scores

**High Potential**
- Next 10% of regional scores

**Lower Potential**
- Remaining 87% of regional scores

TDG created geospatial analysis to identify priority local bike networks and inter-city corridors for the Massachusetts Statewide Bicycle Transportation Plan.
count data and crowdsourced data from Strava Metro to predict demand throughout the City, and are currently in the process of updating this work. Aside from count data, we are comfortable working with travel surveys and third-party “big data” to achieve a nuanced understanding of pedestrian and bicycle activity patterns, as demonstrated by our use of the Massachusetts statewide travel demand model to identify potential projects for the statewide bicycle plan.

**Create a Framework to Define and Track Pedestrian and Bicycle Infrastructure for Purposes of Asset Management and Lifecycle Cost (Task 7)**

**Challenge:** Asset management is an important component of WSDOT’s Practical Solutions Planning approach, but active transportation infrastructure does not have a strong asset management history at WSDOT (which is not unusual among state DOTs). We understand that this task would feed into WSDOT’s Statewide Transportation Asset Management Plan update process that WSDOT.

**Approach:** TDG proposes developing a framework that integrates bicycle infrastructure assets into WSDOT’s resurfacing asset management tools, potentially through a GIS databases. This approach is recommended in FHWA’s *Incorporating On Road Bike Network into Resurfacing Projects* guide and provides asset managers with a clear understanding of where bicycle infrastructure is located so that it is reinstalled when resurfacing occurs; and, it creates an opportunity to identify new bicycle infrastructure that may be incorporated into some roads during resurfacing.

For pedestrian facilities, this framework will integrate the inventory of sidewalks, curb ramps, and marked crosswalks with WSDOT’s ADA Transition Plan and curb ramp design/replacement process. This approach will develop an effective tracking process for reviewing, approving, and inventorying new curb ramps. This process can be tailored to assure compliance with design and policy standards.

**Develop Key Performance Metrics (Task 8)**

The TDG Team routinely develops performance metrics for active transportation plans and has familiarity with federal and state requirements and guides, including FHWA’s *Guidebook for Developing Pedestrian and Bicycle Performance Measures*. WSDOT has a long track record of performance measurement and we would engage with WSDOT staff to determine what methods and measures that have worked well, and where existing metrics fall short and how best to integrate new measures with other WSDOT performance measures and its Transportation Asset Management Plan.

**WSDOT Policy Review and Recommendations (Task 9)**

TDG has conducted similar policy reviews for state DOTs and other regional transportation planning agencies. We understand the interrelationship between land use, health, human services, environmental and economic policy, and have a firm grasp on national policy related to bicycling and walking. Having recently developed the first draft of the STEP Action Plan with WSDOT, TDG has already reviewed many of WSDOT’s relevant plans and policies affecting active transportation, which would give us a head start on this task.
Team Introduction

Toole Design Group (TDG) is deeply familiar with best practices for enhancing walking and biking. We have developed active transportation plans for more than 250 communities in the past decade, including numerous statewide plans that have similarities to this project. TDG, PRR, TDW+Co, and ECONW bring extensive experience in working across the state with WSDOT. For this project, the TDG Team will leverage our understanding of WSDOT processes and stakeholder contacts.

We wrote the book. TDG has led and partnered on several relevant research projects with the Federal Highway Administration (FHWA), the National Cooperative Highway Research Program (NCHRP), and the National Academy of Sciences. Relevant projects include updating the American Association of State Highway and Transportation Officials (AASHTO) Guide for the Development of Bicycle Facilities, the AASHTO Guide for the Planning and Development of Pedestrian Facilities, the FHWA Guide for Maintaining Pedestrian Facilities for Enhanced Safety, the FHWA Workbook for Building On-Road Bike Networks through Routine Resurfacing Programs, the NCHRP Report 803 Pedestrian and Bicycle Transportation Along Existing Roads: Priority Tool Guidebook, and FHWA’s Guide for Achieving Multimodal Networks: Applying Design Flexibility and Reducing Conflicts.

We have local expertise and knowledge. Combined with TDG’s national expertise, the team brings outstanding local talent to this project from all four firms. The team’s Seattle office staff and local partners have a deep understanding of issues and interests, and bring connections and strong relationships within the diverse communities of Washington State. TDW is very familiar with the State’s shifting demographics and how best to apply this understanding to both derive critical insights and tailor messaging.

We have experience using creative strategies to engage diverse communities. Our team is proud of our outstanding track record of engaging people who typically do not participate in transportation planning projects. PRR and TDW are adept at tailoring messaging and outreach that are sensitive and responsive to multicultural audiences. We will go to people in the community instead of asking them to come to us. When planning meetings and events, we will focus on the convenience and needs of populations we need to hear from—women, teens, people in low-wealth communities, members of culturally and linguistically diverse communities, etc. We will use data to track which populations we are reaching and target outreach toward those who are underrepresented through targeted messaging, “TransCreated” graphics, and translation services.
We are known for results-oriented planning. Our plans identify specific improvements and set priorities for implementation. More importantly, our planning process builds momentum among city and elected officials, advocates, and the general public to ensure projects and programs move forward immediately upon completion, and often even before the plans are completed.

We are innovative and multidisciplinary. Our team includes planners, engineers, landscape architects, GIS experts, policy experts, economists, and community engagement specialists with unmatched experience. Our staff includes pedestrian and bicycle experts who have developed state-of-the-art approaches to inventorying and analysis, mapping, and low-stress network planning. PRR, TDW+Co, and ECONW are all known for their innovative approaches that yield meaningful and actionable results.

We walk the walk. As a recognized Bicycle Friendly Business by the League of America Bicyclists, we are proud that approximately 90% of our staff take transit, bicycle, and/or walk to work on a regular basis.

History of Teaming

TDG is pleased to continue our partnership with PRR, TDW, and ECONW on this project. Our staff have worked with all three partners on active transportation planning and design work here in Washington State.

PRR
TDG worked with PRR to develop SDOT’s Safe Routes to School 5-Year Action Plan. The plan is a critical part of SDOT’s Vision Zero effort to eliminate all traffic fatalities by 2030. The plan is focused on improving safety for school communities by building healthy places where kids can safely walk and bike to school in their neighborhood. In addition to the action plan, PRR developed messaging to encourage middle and high school students to walk and bike to school. TDG and PRR conducted a project kickoff meeting and check in meetings throughout the project to ensure project goals and objectives were met. The teams coordinated closely on final design and layout of the plan, conducting check in calls with the PRR designer and TDG Project Manager.

The success of this project stems from the positive working relationship between TDG and PRR. Our teaming experience demonstrates that we can effectively collaborate to ensure client satisfaction and success. Our familiarity with working with each other means little startup time and more time spent diving straight into the project.

TDW+Co
TDW collaborated with TDG to develop and implement a comprehensive outreach strategy for a Complete
Streets planning and design project for 100th Avenue in Bellevue, WA. TDW implemented numerous strategies to reach the Chinese population that was underrepresented. TDW provided cultural review of all other project outreach materials to ensure cultural sensitivity for all populations. TDW has successfully worked with PRR by conducting research to identify 18 hard-to-reach, underserved communities and developing strategies to engage these populations and use their feedback to inform branding and messaging for the Department of Licensing Real ID program.

ECONorthwest
TDG and TDG staff have collaborated with ECONW on recent projects in Seattle, Olympia, Covington, Bellevue and Kirkland. In late 2017, TDG and ECONW partnered to complete analysis to support a TIGER grant application for King County Parks. Currently, the Seattle offices of TDG and ECONW have been working together on the Environmental Impact Statement for Seattle Municipal Code changes for Accessory Dwelling Units.

Team Availability

Technology
As a full-service planning and design firm, TDG maintains a variety of equipment and a high-speed inter-office network that facilitates our work. Project data is synced and cached at each office, providing fast, local access that allows for cost-effective collaboration between all offices. This architecture provides redundancy in the case of network outages and allows for best practice data backup, ensuring that client project data is protected.

approach to file sharing: TDG will request and share meeting materials, project data, and analysis using Office 365 OneDrive. This file sharing service maintains industry standard security and encryption. At the client’s discretion, the data will remain secure via either a private URL that can be accessed by anyone with that URL or direct authentication of selected WSDOT staff, and the contract manager using their user accounts. TDG will provide multiple levels of access to data to different parties based on project needs.

TDG GIS Capabilities: Geographic Information Systems is a core competency of TDG. We are experts in full-cycle GIS project management, including scope creation, database development, data management, field data collection, data analysis, spatial statistics, and high-quality cartographic output. TDG projects have included a variety of analyses, including Level of Traffic Stress calculation, Route Deviation Analysis, bikeshed energy routing, complex raster barrier analysis, crash
data analysis, and work with linear referencing systems. The company has developed cartographic standards/templates that we apply to most project maps, and we can easily customize to match client design standards. By adhering to these standards, TDG project deliverables include easy-to-interpret, visually appealing maps without the wasteful inefficiencies involved in creating colors and styles from scratch every time.

TDG analysts are on the forefront of technical analysis, with extensive experience developing custom in-house GIS tools using programming languages such as SQL and Python. We develop code for most of our analysis processes to preserve analyst time. We document all steps taken in the project to support quality control, and maximize flexibility in making analytical adjustments mid-project. With over 45 years of combined experience, our advanced GIS staff are able to spot and resolve problems in GIS approaches well before they become major issues, keeping the client project manager and GIS team informed of decisions made along the way.

**Staff Availability**

We are committed to meeting the time schedule and providing the services as specified, and we will commit our staff and resources throughout this project. TDG’s professional and technical resources are deep, meaning that we can draw on a wide range of staff if needed. Between our Washington-based partners and TDG’s Seattle office, we will be very accessible and available for all aspects of the project. Our philosophy is that good communications starts with accessibility, and there will always be a team member available to respond to critical matters. Upon initiation of the project, Michael Hintze will set up a regularly scheduled meeting to ensure on-going availability and communication. This could be weekly or bi-weekly, depending on what arrangement works best.

The table below provides an overview of the key TDG Team members who will be involved in the project, their role in the project, and each team member’s approximate availability during the project timeframe.

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<td>Amalia Leighton Cody, P.E., AICP Principal-in-Charge</td>
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<td>Michael Hintze, AICP Project Manager</td>
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<td>Katie Knapp de Orvañanos Deputy Project Manager</td>
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<td>Kenneth Loen, P.E. Lead Engineer</td>
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<td>Peter Lagerwey Senior Advisor/Training Lead</td>
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<td>Brian Almdale Planner</td>
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<td>Anne Broache Public Outreach Lead</td>
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<td>Leonardo Galvez Targeted Outreach Specialist</td>
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<tr>
<td>Morgan Shook Economic Analyst</td>
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Relevant Projects

TDG has had the privilege to be part of many projects that have direct, relevant application to the Active Transportation Plan Update. Following is an overview of three representative projects.

Minnesota Statewide Bicycle System Plan
TDG assisted the Minnesota Department of Transportation (MnDOT) in developing its Statewide Bicycle System Plan. The Plan defines mode-specific policies and strategies that align with the Minnesota Go Vision and Guiding Principles, and provides guidance for implementing MnDOT’s Statewide Multimodal Plan.

The Plan includes a State Bicycle Route Network, which lists high, medium, and low priority corridors. Priority corridors were those along state trunk highways identified in local or regional plans; those that would close gaps in existing and planned State trails; those within places with populations of over 5,000; and those that create separation between bicyclists and motor vehicle traffic.

The Plan also provides a framework for a statewide bicycle and pedestrian traffic monitoring program and route performance targets, and establishes evaluation criteria that include proximity and job activity centers, access to transit, future population density, and proximity to areas with concentrate poverty and high minority populations. It also formally adds bicycling infrastructure to MnDOT’s Transportation Asset Management Plan, noting that doing so is important for bicyclist safety and comfort.

Finally, the Plan lays the groundwork for District Bicycle System Plans for each of MnDOT’s eight districts. These plans provide district staff with direction for how to prioritize investments, make decisions about bicycle facility selection, and identify cost-effective ways to support bicycling across the State’s trunk highway system.
Project Fee: $140K

Arkansas State Bicycle and Pedestrian Plan
TDG worked with the Arkansas State Highway and Transportation Department (AHTD) to develop the Arkansas State Bicycle and Pedestrian Plan. The Plan established a framework for the planning, development, and implementation of safe and usable facilities for bicycle and pedestrian transportation.

Recreational tourism is an important industry in Arkansas, and the State Bicycle and Pedestrian Plan had a significant active tourism component. TDG worked closely with the State’s Department of Parks and Tourism to develop recommendations that leverage major statewide trails and bicycle tourism routes. We also developed recommendations aimed at supporting local active tourism efforts.
The planning process included a robust public involvement program, including consultation with the State’s Governor’s Bicycle Advisory Group and a statewide Bicycle and Pedestrian Technical Advisory Committee. TDG gathered input from each of the State’s eight MPOs, local governments, and the public using an online survey, an online interactive map, public meetings, and stakeholder site visits and workshops. In addition, the process included training for AHTD staff on best practices in bicycle and pedestrian facility design.

Plan outcomes included new and updated policies and programs to support walking and bicycling, a statewide bicycle network, supplemental design guidance, funding recommendations, and an implementation program.

Project Fee: $300K

**PeopleForBikes Bicycle Network Analysis Tool**

Low-stress connected bicycle networks have emerged as one of the most important parts of encouraging and supporting bicycling for people of all ages and abilities. For people to choose to ride a bicycle, they must feel comfortable at each step of their trip. One intimidating road segment or intersection can rule out an entire journey.

TDG developed an innovative and user-friendly tool to measure and communicate the connectivity of a community’s low-stress bicycle network. The tool and its methodology identify areas of low connectivity, finds gaps in the existing network, estimates connectivity improvements for specific projects, and measures progress in building a comfortable and complete bicycle network.

The tool has been applied in over 500 communities across the nation on a public website bna.peopleforbikes.org as part of PeopleForBikes’ Places for Bikes program. Although it is designed to work with free and publicly available data, TDG typically configures the tool to work with other local or regional datasets that increase the accuracy of the analysis.

Project Fee: $218K

The matrix on the following page further demonstrates the breadth of our experience working for state and local agencies on topics relevant to the Active Transportation Plan update.
### Relevant Experience Matrix

<table>
<thead>
<tr>
<th>Project</th>
<th>State</th>
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<tbody>
<tr>
<td>Arkansas Bicycle and Pedestrian Transportation Plan</td>
<td>AR</td>
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<tr>
<td>Colorado DOT Bike/Ped Program Review</td>
<td>CO</td>
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<tr>
<td>Delaware Pedestrian and Bicycle Count Program</td>
<td>DE</td>
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<tr>
<td>Iowa Bicycle and Pedestrian Long Range Plan</td>
<td>IA</td>
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<tr>
<td>Massachusetts Bicycle Transportation Plan</td>
<td>MA</td>
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<tr>
<td>Massachusetts Pedestrian Transportation Plan</td>
<td>MA</td>
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<tr>
<td>Maryland DOT Bicycle Level of Comfort Performance Measure Data and Technical Analysis</td>
<td>MD</td>
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<tr>
<td>Maryland State-wide Bicycle and Pedestrian Plan (also 2019 Update)</td>
<td>MD</td>
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<tr>
<td>MnDOT District Bicycle Master Plans</td>
<td>MN</td>
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<tr>
<td>Minnesota Statewide Bicycle System Plan</td>
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<tr>
<td>Minnesota Statewide Pedestrian System Plan</td>
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<tr>
<td>North Carolina Pedestrian and Bicycle Plan (WalkBike NC)</td>
<td>NC</td>
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<tr>
<td>Nevada Statewide Bicycle Plan</td>
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<tr>
<td>Nevada Local Bike Plans</td>
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<tr>
<td>Oregon Bicycle and Pedestrian Plan</td>
<td>OR</td>
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<tr>
<td>WisDOT Small Projects</td>
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<tr>
<td>Wisconsin Statewide Intrastate Bikeways Project</td>
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<tr>
<td>*STEP Action Plans - 22 States (including WA)</td>
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<td>Redmond Strategic Bike Plan</td>
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<td>Seattle Safe Routes to School 5-Year Action Plan</td>
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<td>Yakima Bike Plan</td>
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<td>Eastside Rail Corridor Project</td>
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<td>Vancouver Complete Streets</td>
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<td>Bellingham Bike Plan</td>
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<td>Lacey Pedestrian and Bicycle Plan</td>
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<td>Wichita Pedestrian Plan</td>
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<tr>
<td>Minneapolis Pedestrian and Bicycle Facility Winter Maintenance Study</td>
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<tr>
<td>Salt Lake County Active Transportation Implementation Plan</td>
<td>UT</td>
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<tr>
<td>AASHTO Guide for the Development of Bicycle Facilities</td>
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<td>NCHRP 803 ActiveTrans Priority Tool</td>
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<tr>
<td>U.S. Bicycle Route System Best Practices</td>
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*States where STEP ACTION PLANS are being completed: AL, AZ, AR, CT, GA, HI, IN, KS, LA, ME, MA, MN, NJ, NM, NC, OK, OR, TN, VA, WA, WV, WI, and Federal Lands
## Subconsultant Relevant Projects

<table>
<thead>
<tr>
<th>Project Name, Location, and Fee</th>
<th>Work/Services Provided</th>
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<tbody>
<tr>
<td><strong>PRR</strong></td>
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<tr>
<td>WSDOT Statewide Public Transportation Plan $673K</td>
<td>Facilitated monthly advisory committee meetings; researched and developed the content of the plan along with the project team at WSDOT and the advisory committee; designed the layout of the plan and supported public engagement materials, including a video, folio, and website content; developed a public engagement plan to help engage the public, stakeholder organizations, and underserved populations</td>
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<tr>
<td>Seattle Road Safety On-Call Marketing and Communications Services - Be Super Safe $297K</td>
<td>Marketing, public relations, social media, launched SDOT’s road safety toolkit, produced videos, designed creative concepts and brand standards for SDOT’s new bike facilities to help educate the public on what these facilities are and how to safely interact with them</td>
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<tr>
<td>Seattle Pedestrian Bicycle Design Services $187K</td>
<td>Public outreach to local businesses and residents, communications, distribution of informational materials</td>
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<td><strong>TDW+Co</strong></td>
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<tr>
<td>Seattle Department of Transportation - Bike Encouragement Campaign $84K</td>
<td>Develop and implement an integrated marketing communications campaign involving research, traditional and digital media, creative messaging, original photography, social media, and targeted outreach tactics; encouraging awareness of the benefits of biking and experience biking trails around Seattle’s scenic parks and neighborhoods</td>
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<tr>
<td>City of Bellevue Complete Street $32K</td>
<td>Develop outreach strategy to reach the Chinese community, provide cultural review in outreach materials, provide copywriting for bilingual social posting, provide in-language interpretation, transcreation, creative design service for bilingual collaterals, lead in-language on-the-ground hyperlocal outreach, secure earned media with ethnic media partners through radio spots, staffed open house, and provide community insights and recap photos</td>
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<tr>
<td>WA Dept of Licensing Real ID $123K</td>
<td>Design and implement research to 18 diverse communities, engage with key stakeholders and establish 21 partnerships with hard-to-reach, underserved communities, develop strategies for diverse community public involvement and outreach, provide cultural review and feedback to branding, creative and messaging, transcreate collateral to top 4 languages, creative adaptation for multilingual collaterals, and conduct creative testing with key partners</td>
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<tr>
<td><strong>ECONorthwest</strong></td>
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<tr>
<td>King County Metro BRT Expansion Study $46K</td>
<td>Developing a funding plan for each line expansion. Using outputs of the network planning activities and working with Metro grants planning and administration staff to evaluate potential funding partners to determine potential funding opportunities and recommend strategies to achieve full program implementation funding</td>
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<tr>
<td>University of Washington Mobility Framework $56K</td>
<td>Developed a financial model and business plan for UW mobility investments as they relate to the operation of current and future parking facilities</td>
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<tr>
<td>Olympia Martin Way District Study $40K</td>
<td>Conducted a market and pro forma analysis to understand the local market conditions, conducted a public workshop, and developed as funding strategy to leverage improvements consistent with the corridor’s multimodal vision and the City’s infrastructure priorities</td>
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Project Organization

Below is the Toole Design Group (TDG) Team's organizational structure for the Active Transportation Plan Update, which shows project leadership and key staff members associated with specific tasks. These individuals will be supported by planners, landscape architects, engineers, GIS specialists, graphic designers, and others within each firm. Resumes of key staff who will be involved with this project on a daily basis are included on the following pages. Support staff shown in the organizational chart below are described following the key staff resumes (page 27).

Green = Task Lead
Michael J. Hintze, AICP
Project Manager

Years of Experience: 13
MUP, Certificate in Urban Design, University of Washington: 2005
BS, Environmental Economics and Management, University of Georgia: 1996
American Institute of Certified Planners, LEED Accredited Professional

Michael Hintze is a Senior Planner with a Master’s degree in Urban Planning and a background in urban design, land use planning, and economics. He is a skilled project manager who specializes in active transportation planning and conceptual design, design guidelines, and safety-related projects. Michael has contributed to a wide variety of active transportation-focused projects at the federal, state, regional, and local levels, and his experience allows him to effectively scope and deliver work that meets client needs and exceeds their expectations. He has led or made major contributions to several best practice-informing projects, including NCHRP 803 ActiveTrans Priority Tool, PEDSAFE, BIKESAFE, and FHWA’s Guide for Maintaining Pedestrian Facilities for Enhanced Safety.

Michael is a hands-on project manager with a track record of delivering high-quality work on time and within budget. His approach to project management is informed by TDG’s rigorous management and quality assurance/quality control (QA/QC) protocols as well as his own experience of what works best. With 13 years of experience on a wide range of planning projects, he has a thorough grasp of what various disciplines require, enabling him to assign the appropriate resources and accurately define and manage project budgets and schedules.

Selected Project Experience

• Lacey Pedestrian and Bicycle Plan, Lacey, WA (6/2017-8/2018)
  Michael is managing the development of the City of Lacey’s first pedestrian and bicycle plan. This plan presents a practical and strategic framework for investing in active transportation infrastructure and programs within the City and its Urban Growth Area. In addition to managing all aspects of the plan, Michael is leading the development of network recommendations, along with a phasing and funding strategy that will position the City to take advantage of available funding at the state and federal levels, as well as more strategically use local funding sources. Other components of the plan include a customized set of design guidelines, policy and program recommendations, and graphic-rich plan document. Michael has kept the project on schedule and been able to accommodate additional stakeholder engagement without exceeding the budget, which has resulted in a Plan that is very responsive to community needs and has buy-in for implementation.

• Salt Lake County Active Transportation Implementation Plan, Salt Lake County, UT (10/2015-5/2017)
  Michael was the Project Manager for the Salt Lake County Active Transportation Implementation Plan (ATIP). The ATIP focused on identifying strategic investments for developing a high comfort bicycle network that supports a 25% bicycle mode share vision. Michael led development of the network and bicycle facility design best practice guidance, regularly engaging with a stakeholder committee comprised of representatives from each of the 16 jurisdictions within the County. Michael oversaw the development of a countywide wayfinding sign standard and protocol. Towards the end of the project, it became clear that additional time in the schedule was required for another round of stakeholder review of the draft network. Michael effectively adjusted the project schedule and resource allocation to allow for this review, which resulted in a Plan with broader support and buy-in.

• Seattle Bicycle and Pedestrian Safety Analysis, Seattle, WA (5/2015-7/2016)
  Michael was the Project Manager for the Seattle Bicycle and Pedestrian Safety Analysis (BPSA). The BPSA was the first systemic safety analysis effort in a U.S. city focused on developing predictive crash models to proactively address high risk locations and support the SDOT’s Vision Zero efforts. Michael managed a team of researchers and GIS programmers to develop a suite of analytical tools for analyzing Seattle’s robust collision and roadway data and identifying the factors that contribute most significantly to pedestrian and bicycle collisions. He also led the development
of a crash-type based countermeasure selection matrix and development of a graphically compelling public-facing document that clearly explained the safety analysis work, its findings and how SDOT intended to use these findings. The tools developed continue to be used by SDOT for analyzing its transportation network and prioritizing safety improvements.

Michael adeptly managed this first-of-its-kind project, including working through schedule-impacting data coding issues and unanticipated complications with syncing the analytical tools with SDOT’s Hansen Asset Management system and GIS databases. The project required three months additional time and approximately $25,000 additional budget, which SDOT readily agreed to because of the thorough and accurate budget and scope accounting Michael was able to provide as justification. SDOT’s satisfaction with the project deliverables is underscored by a new contract with TDG to conduct further safety analysis work, which will include identifying additional count locations that will be used for refining the exposure model previously developed.

• **FHWA Innovative Street Design and Accessibility** (9/2016-9/2017)
  Amalia co-led a workshop that engaged federal, state, and local agencies with accessible design, specifically for the visually disabled. Workshop attendees were taken into the built environment to experience the accessibility of Seattle’s existing shared streets and separated bike lane infrastructure. TDG is managing the development of a shared streets summary and a final report summarizing key takeaways from this workshop.

• **Arlington Complete Streets Services,** Arlington, WA (1/2018-Present)
  Amalia is working with the Mayor, City Council, and City of Arlington staff to develop a Complete Streets program. This program will identify an ordinance to codify program goals and objectives for streetscape cross sections that will support the land use changes that the community is experiencing. This work includes outreach and stakeholder engagement through a variety of activities and events. The project will coordinate the desired cross section for two state routes located within the city boundaries.

• **Communities Putting Prevention to Work: Community Planning for Health, Public Health, Seattle and King County, WA** (1/2010-12/2012)
  Amalia led a team of five subconsultants to create plans in seven King County cities with the goal of reducing health inequities and disparities, especially those related to obesity. Targeting underserved populations in SeaTac, Des Moines, Federal Way, Burien, Redmond, and Snoqualmie, Amalia’s work included active transportation planning, land use, and food access planning. The communities that Amalia worked with went on to add active transportation policies to their comprehensive plan updates, addressing issues related to health, land use, parks and recreation, and economic development.

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**Amalia Leighton Cody, P.E., AICP**
Principal-in-Charge

**Years of Experience:** 16
BSCE, University of Washington: 2002
Professional Engineer: WA, CA
American Institute of Certified Planners

Amalia Leighton Cody is a planner and civil engineer who brings significant experience in planning efforts. From master plans to feasibility studies, Amalia has partnered with municipal agencies and their stakeholders to prepare transportation planning documents that emphasize mobility, social equity, and community enhancement. Her experience includes roadway design, stormwater management planning, low impact development and green infrastructure planning, transportation policy and programs, traffic calming, and infrastructure planning and assessment. Clients who have worked with Amalia value her emphasis on implementation and maintenance and operations.
Peter Lagerwey is a nationally known expert, having worked on non-motorized projects and made presentations in over 230 states, counties, and cities. He has exceptional presentation and communication skills and has developed many training courses for FHWA and other agencies. In addition to having worked in all 50 states, Peter has completed work for 26 state DOTs.

- **Pedestrian Crossing Countermeasures Program**
  AL, AZ, HI, LA, NJ, NM, OK, OR VA, WA, WV
  (8/2017-8/2018)
  Peter is the Project Manager assisting 11 state DOTs develop Action Plans for implementing pedestrian crossing countermeasures and uncontrolled locations. Funded by the FHWA, the Action Plans include a toolbox with detailed guidance on pedestrian countermeasures, a methodology for prioritizing improvements, and strategies for institutionalizing the implementation of safety treatments.

- **FHWA Training – Resurfacing Workbook**
  (8/2016-8/2017)
  Peter was Project Manager for developing and delivering this one-day course for 15 MPOs in 15 different states, including Washington. The course was designed to help state DOTs and other transportation agencies institutionalize the installation of bicycle facilities in conjunction with annual resurfacing projects. Peter conducted train-the-trainer sessions for six other instructors who helped deliver the course.

- **Colorado DOT Bicycle/Pedestrian, Scenic Byways Program Review**
  (9/2015-1/2016)
  Peter was part of a two-person team that reviewed and made recommendations on the organizational structure of the Colorado DOT Bicycle and Pedestrian program. Activities included a complete review and analysis of the projects, programs, job descriptions, and structural funding requirements, and interactive exercises with management and program staff.

Katie Knapp de Orvañanos brings an intimate knowledge of public sector policy development and program implementation. She works on projects that improve and expand transportation options through the use of innovations in technology and inclusionary planning processes. Katie works to embed inclusionary planning practices into programs at the state and local levels, which she sees as vital to creating meaningful transportation investments for any community.

- **Maricopa Association of Governments Regional Active Transportation Plan**, Maricopa County, AZ
  (1/2018-Present)
  As a planner, Katie’s main responsibilities are conducting a regional literature review of active transportation plans and Complete Streets policies, and developing graphic-driven communication materials that convey technical information in a manner accessible to lay audiences.

- **Ann Arbor Non-Motorized Transportation Plan Update**, Ann Arbor, MI
  (6/2012-11/2013)
  Katie managed the production of the City of Ann Arbor’s 2013 Non-motorized Transportation Plan Update. She compiled three years of planning work into a single document that included policy recommendations, technology and funding updates, and corridor design plans. Katie also presented the proposed Plan Update to the City’s Planning Commission.

- **Arlington Complete Streets Services**, Arlington, WA
  (1/2018-Present)
  Katie is working as a planner on this project, where she will be conducting a literature review on local and national best-practices for Complete Streets plans, policies, and design manuals, and developing an opportunities and challenges memorandum to develop and implement a local Complete Streets program.
Kenneth Loen, P.E.
Lead Engineer

Years of Experience: 26
MUP, University of Washington: 2007
BS, Engineering Physics, Seattle Pacific University: 1991
Professional Engineer: WA

Kenneth Loen has extensive experience working with WSDOT and local agencies throughout the State. Through 16 years working as an engineer for WSDOT, he is very well-versed in the agency’s project development processes, regulations, and procedures. Kenneth’s experience includes working on projects internal to WSDOT as well as on agency projects that fall under the WSDOT Local Agency Guidelines Manual requirements. Since entering the private sector in 2008, Kenneth has continued to work on projects that have required close coordination with WSDOT.

- ERC Trail Feasibility Studies, King County, WA (4/2014-12/2016)
  Kenneth worked to evaluate the feasibility of several regional trail connections to the Eastside Rail Corridor (ERC), a King County project that will develop 16.7 miles of former rail corridor into a shared use trail facility. The project identified preferred alternatives, which will be incorporated into the ERC master plan. Kenneth engaged local jurisdictions and WSDOT in developing these potential connections, conducted field assessments, and wrote feasibility studies.

- I-90 Trail Improvements, Mercer Island, WA (5/2016-10/2017)
  Kenneth was the Project Manager for the Mercer Island I-90 Trail improvements project. The project evaluated several aspects of the existing trail, which crosses Mercer Island adjacent to the Interstate 90 corridor. TDG evaluated and proposed revisions to the implementation of bollards along the corridor, and designed recommended improvements at two specific locations in order to provide better interaction between the trail and adjacent park uses.

- Clinton Non-Motorized Improvements, Island County, WA (6/2016-Present)
  Kenneth is the Project Manager for the Clinton Non-Motorized Improvement project, which seeks to improve pedestrian and bicycle connectivity in the Clinton community on Whidbey Island. The project is looking at ways to improve community cohesion along SR525, which connects from the ferry terminal and runs through the middle of Clinton. The project will propose streetscape enhancements, new or improved pedestrian crossings of the highway, and better non-motorized connectivity to the ferry terminal.

Brian Almdale
Planner and GIS Lead

Years of Experience: 5
MURP, University of Illinois at Chicago: 2016
BUP and Public Affairs, University of Illinois, Chicago: 2013

Brian Almdale is a planner in TDG’s Seattle office who strives to make communities more livable and healthy by making bicycling and walking an everyday transportation option. Brian specializes in active transportation planning, traffic safety, graphic design, GIS and data analysis, and cartography. He has years of experience working with large GIS datasets, developing tools to automate GIS processes, performing complex analyses, hosting GIS training sessions, and using graphic design software to turn complex results in easy-to-understand graphics. Brian has worked on a variety of active transportation-related projects at the state, regional, and local levels.

- Lacey Pedestrian and Bicycle Plan, Lacey, WA (6/2017-Present)
  As planner and lead GIS analyst, Brian’s role has been to develop the existing conditions analysis, assist with public workshops and meetings, conduct GIS analyses such as a bicycle level of stress analysis, and identify bicycle and pedestrian network recommendations. Brian used multiple GIS platforms, utilizing open source data, graphic design software, and online tools to support engagement efforts and collect public input to guide the development of the Plan.

- Pedestrian Crossing Countermeasures Program AL, AZ, HI, LA, NJ, NM, OK, OR VA, WA, WV (8/2017-Present)
  Brian has been working with 11 state DOTs to provide technical assistance that will help advance
those states in the FHWA STEP program. Brian is helping WSDOT to develop a statewide action plan, using his technical knowledge and safety analysis experience to provide guidance on pedestrian countermeasures and to develop a methodology for prioritizing improvements. Using his GIS knowledge, Brian hosted a WSDOT-sponsored webinar to provide technical assistance for State agencies on how to use GIS to complement the NCHRP Report 803 ActiveTrans Prioritization Tool.

▪ **GoShasta and Redding Regional Active Transportation Plans**, Shasta County, CA (6/2017- 4/2018)
Brian served as a planner to help develop the regional GoShasta Active Transportation Plan and the City of Redding Active Transportation Plan. Brian’s role was to develop programmatic support recommendations, summarize public support through online mapping platforms, and develop and conduct GIS prioritization models used for active transportation network recommendations throughout the region. Brian was also responsible for producing the final maps used in the plan document.

Anne Broache
Public Outreach Lead

Years of Experience: 10
MUP, University of Washington: 2012
BS, Journalism, Northwestern University, Summa Cum Laude: 2005

Anne Broache offers more than a decade of wide-ranging communications experience, specializing in all aspects of multimodal transportation from planning through construction. Anne has been dedicated to WSDOT projects throughout her career, and she brings a strong understanding of the agency’s communications standards, guidelines, and procedures. Anne currently manages public outreach and communications for WSDOT’s I-405/SR 167 Corridor mega project, and she previously managed construction communications and public outreach for major WSDOT emergency construction projects, giving her a broad understanding of communities outside of the greater Seattle area.

▪ **I-405 Congestion Relief and Bus Rapid Transit Projects**, Lynnwood to Renton, WA (10/2012-Present)
Anne is coordinating communications and public outreach for this $3 billion suite of long-range, multimodal transportation projects. Her responsibilities include writing, editing, and designing public outreach materials; preparing briefing materials and presentations for use by program executives; writing and editing key project reports and white papers; planning public and stakeholder meetings and open houses; and overseeing responses to citizen and stakeholder correspondence.

▪ **Eastside Rail Corridor Master Plan**, King County, WA (3/2016-11/2016)
Anne planned and implemented outreach to and coordination with stakeholders along the rail corridor and across King County as part of the ongoing planning process to redevelop nearly 17 miles of rail corridor into a regional non-motorized transportation and recreation trail. She developed messaging and communication strategies; identified outreach opportunities; supported public meetings, open houses, and other events; and facilitated the creation of Eastside Rail Corridor project materials.

▪ **SR 520 Evergreen Floating Bridge and Landings Project**, Seattle to Medina, WA (10/2012-5/2014)
Anne served as the public information and outreach specialist for the design-build team. She provided support for all facets of public involvement and community relations on WSDOT’s $587 million project to build the world’s longest floating bridge. Anne created and distributed public construction notices for a variety of audiences; researched, drafted and tracked citizen correspondence; assisted with stakeholder and media relations; and coordinated internal and public meetings. She also led the editing, graphic design, and layout work for the first annual SR 520 Sustainability Data Report.
Leonardo Galvez has more than a decade of experience as a bilingual marketing manager. As a Senior Account Executive at TDW, his duties overall project and campaign management, collaborating with cross-functional teams to fulfill and execute project tactics, deliverables, and deadlines, and providing Hispanic/Latino insights. A native of Peru, he also serves as TDW’s transcreation lead managing multi-lingual transcreation projects. Leo has managed multiple campaigns for SDOT pertaining to transportation outreach and communication to diverse and underrepresented communities. Leo is fluent in Spanish.

- **Bike Encouragement Campaign**, Seattle, WA (03/2017-12/2017)
  Leonardo served as the project lead managing the project, from the creative development process/concept proposals to overall execution. The project was a collaboration to develop an integrated campaign involving research, traditional media, creative messaging, original photography, and social media. He developed and presented the final recap and result to the client.

- **First Hill Streetcar Launch**, Seattle, WA (2015-2016)
  In partnership with PRR, Leonardo served as the main point of contact for the public outreach for the launch of First Hill line. His specific areas involved management of the transcreation process of outreach materials into 10 languages and translated materials into Spanish. He supervised 18-member team of multilingual safety ambassadors in the field, recommended a targeted list of 150+ locations to distribute safety materials, and presented project information at safety briefings to key community-based organizations and other stakeholders.

- **Washington Department of Licensing Real ID**
  (9/2017-Present)
  Leonardo led the multicultural research and discovery tasks of the DOL REAL ID Education project, established an extensive network of outreach partners and engaged in meaningful conversations regularly with stakeholders and community-based organizations in order to gauge the barriers and sentiments from the 18 underrepresented communities. Leo managed the transcreation and adaptation of multilingual collateral including an in-language microsite, rack cards, infographics, TV commercial, and video vignettes, transcreated to four languages: Spanish, Chinese, Vietnamese, and Korean.

Morgan Shook is a Senior Policy and Economic Analyst with deep expertise in economic, market, and financial analytics. He has worked for a range of government, business, and non-profit clients to advance their missions.

- **King County Metro BRT Expansion Study**, King County, WA (2018-Present)
  Morgan is part of multidisciplinary team responsible for evaluation and analysis associated with the expansion of Metro’s RapidRide network. Morgan is creating a funding plan for each line expansion. Using outputs of the network planning activities, and working with Metro grants planning and administration staff, he is evaluating potential funding partners to determine potential funding opportunities and recommend strategies to achieve full program implementation funding.

- **University of Washington Mobility Framework**, Seattle, WA (2015-2016)
  As part of the University of Washington’s Campus Master Plan, Morgan worked as part of multidisciplinary team to create a mobility framework that informed and the broader planning
process. An under-appreciated source of funding is derived from the management of UW parking facilities, as proceeds from parking support UW’s subsidy of the popular UPASS transit pass. Morgan developed a financial model and business plan for UW mobility investments as they relate to the operation of current and future parking facilities.

The City of Olympia, funded through a HUD Sustainable Communities grant via the Thurston Regional Planning Council, desired to support development and infrastructure improvements along the Martin Way corridor. Morgan conducted a market and pro forma analysis to understand the local market conditions, conducted a public workshop, and developed a funding strategy to leverage improvements consistent with the corridor’s multimodal vision and the City’s infrastructure priorities.

**Support Staff**

Key personnel will be supported by staff specifically chosen for their expertise and familiarity with WSDOT and the technical needs of this project. Carol Kachadoorian has nearly 30 years of experience (10 with TDG) working with large transportation agencies, engaging stakeholders, and delivering trainings. As a Transportation Planner for the City of Vancouver, WA, Patrick Sweeney, AICP, LEED® AP engaged regularly with WSDOT’s Southwest Region at the project-level and organizing Practical Solution trainings. Spencer Gardner, AICP is a highly skilled analyst who routinely develops innovative methodologies for data analysis and visualization– he was the lead developer for PeopleForBikes Bicycle Network Analysis tool. Shailah Handy is a talented graphic designer adept at visually communicating complex information. Frank Proulx, PhD is an analyst and researcher specializing in using count data and other activity datasets to estimate pedestrian and bicycle activity. Jeremy Chrzan, P.E., PTOE, is a Senior Engineer who worked for the Pennsylvania DOT and has experience with asset management systems and approaches. Priya Singh (PRR) has 20 years of experience developing campaigns and comprehensive plans to reach historically underserved stakeholders.

**Washington State Licenses**

TDG understands WSDOT’s licensure requirements and our proposed Principal-in-Charge, Amalia Leighton Cody, P.E. (#43050, 2006) and Lead Engineer, Kenneth Loen, P.E. (#36507, 2000) are WA licensed engineers with extensive experience in Washington State.

Biking and walking is not just a job – for TDG staff, it’s a way of life
Quality Assurance/Quality Control

As part of our commitment to maintaining the highest level of quality, Toole Design Group (TDG) employs a rigorous Quality Assurance/Quality Control (QA/QC) program to control the quality of our work, and that of our subconsultants. Our utmost goal is to exceed client expectations. TDG’s QA/QC Program is based on the philosophy that:

▪ Quality is achieved through adequate planning, coordination, supervision, and technical direction; proper definition of project requirements and procedures; the use of appropriately skilled personnel; and by individuals performing work functions carefully, accurately, and completely.

▪ Quality is controlled through independent checking, reviewing and evaluation of work activities with documentation by individuals who are not directly responsible for performing the work.

▪ Quality is verified by a manager performing QA functions of surveillance and auditing of the work and the procedures followed when performing the work.

Every TDG project is assigned a Principal-in-Charge—a senior staff member who takes personal responsibility for the TDG Team’s performance on the project. Every TDG project begins with an internal kickoff meeting. At this meeting the Project Manager and Principal-in-Charge work with the project team to clearly define and document roles and responsibilities of all team members on the project and discuss the appropriate QA/QC process. For this project, Amalia Leighton Cody, P.E., AICP will lead the QA/QC program.

TDG is happy to share our full QA/QC policy and program with the Washington State Department of Transportation (WSDOT). However, the program can be summed up simply: no report, drawing, or product of any kind leaves our office without a documented review. We demand the same level of performance from our subconsultants, and our senior staff thoroughly review their work before submitting it to the client.

TDG’S QA/QC PROGRAM FLOW CHART

1. Team member submits client ready product
   PM or Checker reviews product
   Team Member updates product
   PM approves product
   Minor to Client; Major to Level 2

2. PM submits product and proof of QC to Principal
   Principal or additional Checker reviews product
   PM or team member updates product
   Principal and PM approve product for delivery to client
Project Schedule and Budget

Tracking systems to monitor the project’s budget and scope
TDG uses Deltek’s Ajera Complete, a fully integrated project management and accounting software that follows generally accepted FAR accounting principles. This software system is used by all employees of the firm and provides instant access to project financial information about direct and indirect expenditures, charges to a given project, status of invoicing and payments, and other critical project data. As with any software, available information is only as good as the data input, so TDG provides frequent training for all staff on proper procedures regarding use of the system, including:

▪ Identifying direct, indirect and allowable costs;
▪ Understanding contracts and setting up the task budgets, rates and allowable expenses correctly;
▪ Setting up invoices to provide necessary information; and
▪ Recording time daily and identifying and approving other direct costs before the accounting team records transactions.

The Ajera Complete system allows system administrators to delegate appropriate levels of access and control to ensure that personnel have rights commensurate with their training and experience, and vice versa.

Scheduling program
As mentioned elsewhere in this proposal, the TDG Team project manager, Michael Hintze, AICP is a seasoned project manager with a track record of delivering high quality work on time and within budget. His approach to project management is informed by TDG’s rigorous management and QA/QC protocols as well as his own experience of what works best. With his thirteen years of experience on a wide range of planning projects he has a thorough grasp of what is required of various disciplines, which enables him to assign the appropriate resources and accurately define and manage project budgets and schedule. Michael, like all project managers at TDG, employs a number of management techniques to effectively track projects and maintain progress. He will conduct a regular review of project schedules, costs, and subcontractor performance and make adjustments accordingly.

Process for interacting with internal project team
The quality of our work is further enhanced by our multi-disciplinary staff and collaborative project approach. Having multiple engineers, planners, and landscape architects on staff encourages each to collaborate and validate project work with their peers. The culture at TDG encourages discussion and innovation. Communication is one of our great strengths. This translates into solutions that have been tested, that are the culmination of experience from countless other projects, and that will be best suited to the project and client’s needs.

Responsive to client needs
At TDG, we approach our clients as partners, but because we recognize staff time as a finite commodity, we are also confident in separating the issues that can easily be solved in-house from those that require staff input. The key staff proposed for this project are all based in Washington. Michael Hintze has a reputation as a responsive Project Manager that effectively engages with clients and stakeholders in whatever format works best for them. While Michael will manage all aspects of the project, he will be well-supported by Katie Knapp de Orvañanos as Deputy Project Manager. Michael and Katie will work closely to ensure that all client and stakeholder needs are met.

“Of the large number of consultants I have worked with over the past 25 years, TDG is among the top 2%. Their proposal will no doubt show that they have the professional and technical expertise to make your project a success, but it won’t do justice to the level of partnership and responsiveness they bring to their clients. PeopleForBikes will continue to work with TDG and we strongly recommend that you do the same.”

- Jennifer Boldry, PhD
Director of Research, PeopleForBikes