



THE CITY OF NEWPORT, RHODE ISLAND

Department of
Planning and Economic Development

To: Joseph J. Nicholson, Jr., Esq., City Manager
From: Patricia Reynolds, Director, Planning and Economic Development
Date: March 23, 2021
Subject: Update on Transportation Master Plan

On March 19, 2021, a project team composed of City and State officials held a kickoff meeting with the consultant selected to complete Newport's Transportation Master Plan, Toole Design Group. The project team, which includes Public Services and staff in my department, is hopeful in-person public engagement will be possible as early as this summer, with additional public engagement in summer 2022, public health permitting. The project team will work with the City Council through your office to identify outreach opportunities as the project unfolds. A description of the citizens advisory committee is at the end of this document.

The Newport Transportation Master Plan will build off of the State's recently adopted Rhode Island Long-Range Transportation Plan, which includes the State's first-ever Bicycle Mobility Plan and Transit Master Plan. The goal is to develop a plan for Newport and access points to Newport that promotes the use of all transportation modes, especially active transportation (bicycling and walking) and transit and ridesharing in order to reduce vehicular traffic during the peak summer tourism season. Vehicular circulation will be addressed in the plan, as will parking availability and supply.

Citizens Advisory Committee Description and Formation

The City of Newport is committed to ensuring its populace has robust and sincere public engagement in the development of its Transportation Master Plan (TMP). As part of this effort, the City's Planning Department and Planning Board will form a TMP Citizens Advisory Committee, whose role will be to discuss specific transportation and circulation issues, as well as provide feedback on the plan as it develops.

The Citizens Advisory Committee will be comprised of key resident stakeholders with diverse interests in Newport's mobility issues. Each City Council member will be asked to identify a city resident within their constituency to invite onto the Committee. At least five TMP Ambassadors will be selected to serve on the Committee. Ambassadors will be selected through an application process administered by the Planning Department to identify persons with backgrounds in key areas, such as local business owners, water transportation, ride-hailing services, freight, ADA, or pedestrian circulation. While the meetings will always be public, additional key stakeholders will be invited to participate when the meeting agenda aligns with a particular interest. A representative will be requested from the School Committee, Bicycle and Pedestrian Advisory Committee, Tree and Open Space Commission, Waterfront Commission, and Edward King House.



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The TMP Citizens Advisory Committee will be led by the Planning Board's transportation working group and will meet monthly. These meetings will afford the public regular opportunities to participate in and inform the development of the TMP. Input and feedback from these meetings will be reported by the Planning Board's transportation working group and Planning Department to Statewide Planning's Newport Transportation Master Plan project team, City Council and Planning Board.

TOOLE
DESIGN

RFP#7607801

NEWPORT TRANSPORTATION MASTER PLAN

September 16, 2020



September 14, 2020

RI Department of Administration
Division of Purchases
2nd Floor One Capitol Hill
Providence, RI 02908

RE: City of Newport Transportation Master Plan

Dear Members of the Selection Committee:

Toole Design Group is pleased to submit our proposal for completing the City of Newport Transportation Master Plan. We have reviewed your request for qualifications and have crafted an approach that reflects the City of Newport's unique character, strong community values, and aspirational vision for transportation.

As the nation's leading multimodal transportation planning and engineering firm, Toole Design has the experience and resources that the City of Newport has requested. We bring a unique approach to this project: we recognize that traffic and transportation planning that focuses only on motor vehicle operations is quickly becoming outdated, and we instead offer our clients high-quality, holistic, and accurate multimodal transportation system evaluations. We emphasize the mobility, accessibility, and safety of people rather than prioritizing only the movement of motor vehicles. Our clients trust us to provide bold, yet realistic plans that prioritize safety for all modes, build on community goals, improve mobility, address both existing and future transportation challenges, and effectively engage the public and stakeholders.

Toole Design is at the forefront of numerous areas of multimodal transportation planning, traffic engineering, and research, all of which will be essential to creating a successful Transportation Master Plan. Our team has experience working in communities across Rhode Island and the rest of the country, and our proposal provides examples and details of this work. Our approach will leverage previous and ongoing planning efforts such as the Newport Comprehensive Plan, North End Urban Plan, and the State Long-Range Transportation Plan, among others.

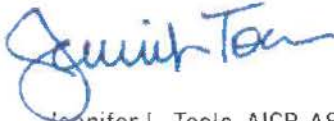
We are thrilled to partner with a team of highly qualified firms with experience working in Newport and other cities in Rhode Island. **Valerie J. Southern - Transportation Consulting (VJS-TC)** is a nationally recognized transportation firm that brings a wealth of experience working with key stakeholders such as the Rhode Island Turnpike Authority and RIDOT. **Green International Affiliates, Inc.**, focuses on sustainable transportation solutions to meet community needs. **Smart Mobility, Inc.** is a national leader in applying travel demand modeling with a unique practice focused on planning multimodal networks and developing meaningful indicators. Rounding out our team to provide translation services is **Center for Southeast Asians**.

Recognizing the importance of this effort, Toole Design has dedicated several of our top staff to lead the project. **Nick Jackson** will serve as the Principal-in-Charge, overseeing Toole Design's work on this contract and ensuring that all deliverables are of the highest quality. **Kristin Saunders** will serve as Project Manager. Kristin is a hands-on Project Manager who excels at highly technical planning efforts. Before coming to Toole Design she worked for the City of Pittsburgh where she managed and made major contributions to high-profile projects such as that city's Pedestrian Safety Action Plan and Complete Streets Design Guidelines.

She will be supported closely by **Lucy Gibson, PE** (licensed in VT) who will serve as the Technical Analysis Lead. Lucy is highly experienced in using travel demand modeling and traffic simulations for the planning and design of multimodal networks, and in plan development that responds to community input.

Toole Design has a history of meeting or exceeding project objectives on time and on budget, and we encourage the selection committee to contact our current and former clients to inquire about our work. I am fully authorized to submit proposals and sign contracts on Toole Design's behalf. The information and data submitted in this proposal is true and complete to the best of my knowledge. We acknowledge Addendum 1 posted on 8/27/2020 and Addendum 2 posted 9/3/2020. If you have any questions regarding our proposal or qualifications during the review process, please do not hesitate to contact Nick Jackson by phone or email at 617.619.9910 x 200 or njackson@tooledesign.com. Thank you for your consideration of our team.

Sincerely,



Jennifer L. Toole, AICP, ASLA
President

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RIVIP Vendor Certification Cover Form *in Original Copy only*

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ISBE Participation and Cost Proposal under separate covers

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1. STAFF QUALIFICATIONS

TEAM INTRODUCTION

TOOLE DESIGN

As a firm, our mission is to create livable communities where multimodal transportation is safer, more convenient, and more enjoyable for everyone. We focus on developing cost-effective and implementable solutions that move people efficiently while also improving health, quality of life, and economic vitality.

With 200 staff members in 16 offices across North America, transportation is our primary focus—we work with communities to make walking, bicycling, or taking transit possible for every trip. We believe that vibrant places rely on transportation systems that facilitate choice in how people get around and contribute to community goals around sustainability, equity and placemaking. Starting from the earliest planning stages and working all the way through project completion, we consider safety, community context, environmental impacts, and urban design to create functional, inviting public spaces for all.

The Toole Design Team is highly qualified to develop an integrated, transportation master plan for the City of Newport. This section includes some of our team's most relevant qualifications.

TRANSPORTATION MASTER PLANNING

Toole Design has managed numerous master planning and concept development projects, from the neighborhood level to the city, regional, and statewide scale. We use a multidisciplinary approach that integrates planning, engineering, landscape architecture, ecological studies, and environmental permitting. We understand the needs of people who walk, bike, take transit, and drive, and the challenges they each face in terms of safety, mobility, and accessibility. Our master plans reflect this understanding by providing tailored recommendations for each mode, while ensuring that the system as a whole is safe, convenient and equitable.



Complete Streets not only provide for all modes of transportation, but also serve as welcoming spaces that reflect the character of the local community and create a positive experience. Toole Design is proud of our commitment to designing and building context sensitive Complete Streets.

Our specific master planning experience includes reviewing existing plans and data, analyzing existing facilities, collecting new data, understanding future mobility demands, and engaging the community. We specialize in identifying potential projects and programs, and we give clear direction on how they will be implemented, which enables us to provide accurate planning-level cost estimates and the information necessary to pursue funding. Finally, in all of our work, we recognize that how well a project actually serves the public is largely a function of the degree to which the design and decision-making processes account for the voice of each community member, particularly those who have historically been underserved.

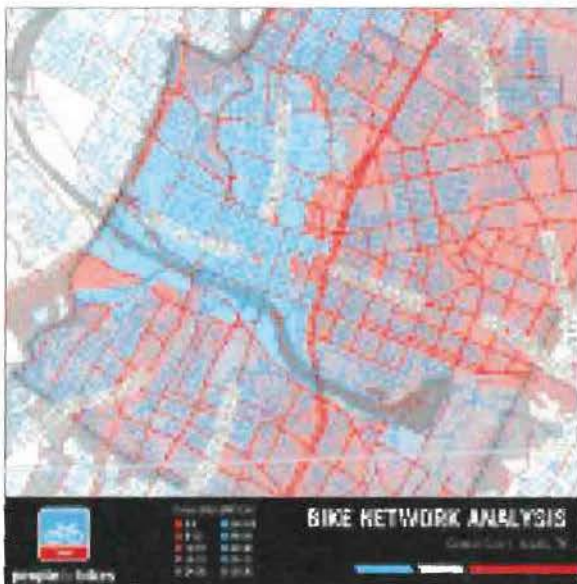
SOUND AND INNOVATIVE APPROACH TO MULTIMODAL CHALLENGES

At Toole Design, we use a proven multimodal approach with every project, beginning with effective transportation planning and often culminating in detailed design. Our staff understand how guidelines, standards, and best practices interrelate and affect all modes of transportation.

Through our service on national committees (such as the National Committee on Uniform Traffic Control Devices and Transportation Research Board), and experience developing national, state, and local design guidelines and standards, we understand how to leverage the flexibility in engineering manuals to deliver innovative solutions. Our recent federal work includes the FHWA's *Achieving Multimodal Networks: Applying Design Flexibility and Reducing Conflicts* as well as writing the forthcoming update to the American Association of State Highway and Transportation Officials (AASHTO) Bike Guide.

TRAFFIC ENGINEERING AND ANALYSIS

We recognize that traffic engineering must be comprehensive and not only focus on motor vehicle operations; we offer our clients high quality, accurate multimodal evaluations of transportation systems. Our goal is to provide the best multimodal solution based on the characteristics and needs of each community. Our staff is composed of professionals with a solid foundation in traffic capacity analysis and



Toole Design developed the Bike Network Analysis tool for PeopleForBikes to help cities prioritize the most impactful and cost-effective projects for improving network connectivity.



For the FHWA Accessibility Guide, Toole Design used braille 3D models to engage people who have vision disabilities.

simulation, safety analysis, parking studies, and signal design. Toole Design has been at the forefront of evaluating and testing new ways to measure and quantify the impacts of multimodal improvements beyond the conventional vehicle level of service and volume-to-capacity ratio calculations, and have done this for cities across the nation.

SMALL CITY ENVIRONMENTS

The Toole Design Team understands that small city and seasonal areas often have a different set of stakeholders than large urban areas, and we have a history of productive collaboration with small municipalities. Our team members updated the transportation elements for Providence and Central Falls/Pawtucket, RI, Northampton and Sandwich, MA, Burlington VT, Manchester NH, Steamboat Springs, CO, Key West, FL, and Governors Island, NY to name a few.

Toole Design staff include 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.

RESULTS-ORIENTED PLANNING AND OUTREACH

Toole Design has an outstanding reputation for results-oriented planning. Our plans identify specific locations for improvements, set priorities for implementation, and provide initial cost estimates. More importantly, our process builds momentum among elected officials, advocates, and the general public to ensure projects and programs move forward immediately upon completion, and often even before the plan is completed. We are adept at identifying practical solutions that are compatible to the wider transportation context, and in identifying funding sources. Our staff are skilled at soliciting input from the public and stakeholders, distilling this information into guiding principles, and applying these principles to develop a future vision that generates excitement and receives broad support.

SAFETY

Toole Design was founded on a dedication to creating safer conditions for pedestrians, bicyclists, and motorists throughout North America. Our talented researchers, analysts, engineers, planners, and communication specialists work collaboratively with our clients to develop data-driven plans that also speak to the human side of traffic deaths and serious injuries. Our team has worked extensively with crash data and is intimately familiar with the challenges of roadway data and the need to be flexible to enable a comprehensive analysis. From projects like the Denver Vision Zero Action Plan to the Safe Routes to Schools work that has been a backbone of our company since we were first founded, we know the ins and outs of how to help communities make their transportation networks safer for all users.



Toole Design created this graphic poster for the Denver CO, Vision Zero Plan.

VALERIE J. SOUTHERN – TRANSPORTATION CONSULTANT, LLC (VJS-TC)

Established in 1998, VJS-TC is a transportation planning and engineering company located in Jamestown, RI. Their services cover highway, local roadway, public transit, parking, park and ride, freight, ferry, and rail, services as well as active transportation, micro mobility, and recreational trail services. VJS-TC's planning services include transportation plans, studies, and research and systems modeling utilizing VISUM, VISSIM and Synchro software. Their engineering services cover the preparation of PS&E documents, corridor and roadway operational studies, traffic, parking, and pavement analyses, project conceptual design, cost estimating, and maintenance of traffic.

VJS-TC's clients include the US Department of Transportation (FHWA and FTA), the US Department of Defense, the Washington State Department of Transportation, the Rhode Island Department of Transportation, the Transportation Research Board, the Rhode Island Public Transit Authority (RIPTA), the City of Providence, Rhode Island and the cities of Edgewood, Cle Elum, and Ellensburg, Washington. The company is certified as a woman- and minority-owned disadvantaged business enterprise (#D3F0023954).

SMART MOBILITY, INC.

Smart Mobility is a consulting firm founded in 2001 based in Vermont that offers advanced transportation modeling and planning services. They have worked on significant modeling projects throughout the United States including serving as prime contractor with a \$250,000 project with the California Air Resources Board to review advanced travel demand models and land use models.

Smart Mobility has presented its innovative modeling work at many national conferences, most recently including the Transportation Research Board's Planning Applications conferences in Portland (2019) and Raleigh (2017) and the Transportation Research Board's Tools of

the Trade Conference for Transportation Planning in Small and Medium-Sized Communities in Kansas City (2018).

GREEN INTERNATIONAL AFFILIATES

Established in 1954, Green is a civil and structural engineering firm located in Lincoln, RI and Westford, MA with a staff of over 115 professionals. Green performs a broad range of civil and structural engineering services to both private and public sector clients throughout New England.

Green has an extensive history working on projects in Rhode Island communities while providing analysis, design and construction services to RIDOT. Recent projects have included projects in including Newport, Coventry, Cranston, Cumberland, North Kingstown, Providence, and Warwick.

CENTER FOR SOUTHEAST ASIANS (CSEA)

CSEA's International Language Bank provides a crucial bridge between non-English speaking clients and English-speaking providers. Their interpreters solve problems leading to inadequate services by facilitating communication between the clients and service providers.

CSEA's International Language Bank has been in service for over 25 years. All proceeds collected by the International Language Bank directly fund the social services that CSEA provides to the Rhode Island community. By choosing CSEA's International Language Bank to fulfill your interpretation and translation needs, you are helping lower-income community members to obtain food, education, protection from domestic violence, and many other services that they can receive from CSEA's programs.

The International Language Bank provides in-person interpretation, document translation, over-the-phone interpreting and 24-hour emergency services from qualified experts in over 15 different languages.

TEAM LEADERSHIP

The following individuals will form our core team for the Newport Transportation Master Plan.



Nick Jackson will serve as Principal-in-Charge, overseeing the Toole Design Team's work to ensure that we deliver the high quality services we are known for. Nick is dedicated to

delivering projects that balance multimodal priorities with environmental justice, equity, community, safety, and infrastructure needs. Nick will also head up the Toole Design Team's QA/QC program, ensuring that every project deliverable meets the highest standards for technical quality, legibility and accessibility.



Project Manager, **Kristin Saunders**, will be the primary point of contact for the duration of the project. She will directly oversee and manage all members of the

team, ensuring that quality deliverables are provided on time and within budget. With more than a decade of experience, Kristin brings expertise in project management, public involvement, multimodal transportation planning, data-driven project prioritization, policy development, and human-centered design. Kristin believes in open, honest communication with subcontractors and clients to make sure we exceed expectations and address any issues as they arise. Her goal is to make each project a successful, fun, and collaborative experience for our client partners and the internal team.



Lucy Gibson will serve Technical Lead and will ensure that the travel demand modeling, safety analyses, and traffic engineering are coordinated and reflect the City

of Newport's goals. With more than three decades

of consulting experience focused on multimodal urban transportation, Lucy understands the nature of transportation master plans and the role of engineering and modeling in the planning process, which is to inform decisions but not dominate the discussion. Her experience includes multimodal urban mobility and active transportation projects in Boston and Cambridge, MA, New Haven, CT, Burlington, VT, Portland, ME, and Providence, RI.



Lydia Hausle will be the Engagement Lead. Lydia has overseen the preparation and facilitation of large public open houses, graphically-compelling educational campaigns, online

interactive feedback maps, listening sessions, hands-on workshops, community street teams, temporary demonstration projects. Lydia aims to make the community engagement process as accessible and equitable as possible, and has experience delivering public meetings, activities, and printed materials in multiple languages.



Andrea Ostrodka will serve as Policy Lead for this project.

Andrea has a unique collection of experience with transit and land use planning in both the public and private sectors,

having served as the Director of Planning and Engineering for a regional transportation authority, the project manager for a wide variety of Bus Rapid Transit and rail efforts, and a local government liaison for transportation issues.



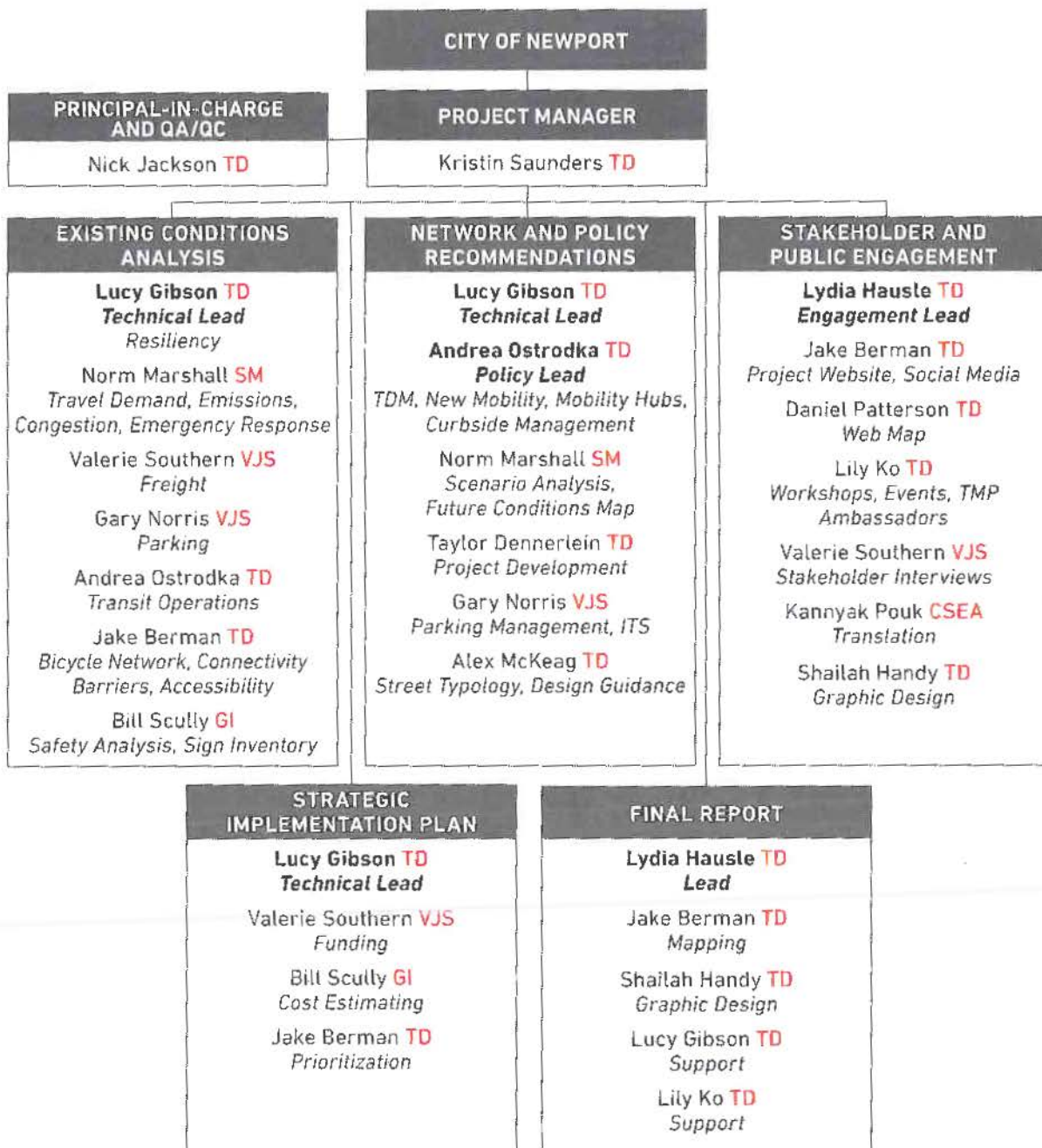
Valerie Southern will provide expertise in transportation systems inventory and analysis; systems planning and policy; program development and management; capital

programming and funding strategy, and best practices transportation research.

ORGANIZATION CHART

The Toole Design Team has selected a group of highly experienced planners, designers, and communications professionals for this project. The organizational structure is below. Resumes for key personnel are on the following pages.

BOLD Task Lead
TD Toole Design
SM Smart Mobility
VJS VJS-TC
GI Green International Affiliates
CSEA Center for Southeast Asians





NICK JACKSON

PRINCIPAL-IN-CHARGE | QA/QC LEAD
TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 22

Toole Design: 2008-Present

Active Transportation Alliance: 1998-2008

EDUCATION/ CERTIFICATION

Bachelor of Arts, American Studies, Carleton College: 1995

AWARDS

Best Project Award - Institute of Transportation Engineers Pedestrian and Bicycle Council, MassDOT Separated Bike Lane Planning and Design Guide, 2016

2014 Professional of the Year- Private Sector, Association of Pedestrian and Bicycle Professionals

2014 Best Project Award- Institute of Transportation Engineers Pedestrian and Bicycle Council, Boston Complete Streets Design Guidelines

2013 Grand Prize- Congress for New Urbanism, New England Chapter, Boston Complete Streets Design Guideline

Innovation for Sustaining Places, Best Practices Award, American Planning Association Louisiana Chapter, Statewide Bicycle & Pedestrian Plan, 2011

Nick has extensive experience planning and designing sustainable transportation systems, and a major focus of his work has been retrofitting constrained urban and suburban corridors and communities to better accommodate all modes of travel. Nick's years of involvement have provided him the opportunity to work closely with transportation professionals, elected officials, and members of the public on a wide range of challenging multimodal design issues.

SELECTED PROJECT EXPERIENCE

Vision Zero Boston Planning and Design On-Call, Boston, MA

Nick serves as Project Manager for Toole Design's contract to support the City of Boston's commitment to Vision Zero with the goal of eliminating all deaths on City roadways. In this role, Nick oversees a Rapid Response design team which seek to quickly identify and address key safety issues in response to serious and fatal crashes. He also works closely with the City's Vision Zero Task Force and recently led the development of High Crash Network for the program.

Governors Island Shared Streets Master Plan, New York, NY

As Project Manager, Nick oversaw a team of engineers, landscape architects, and transportation planners who developed pedestrian, bicycle, and vehicle circulation management and operation plans for the historic 172-acre island located in New York City Harbor. As lead planner, Nick's responsibilities included developing the project vision, goals, and strategies while working with the team to conduct field observations, crash and incident analysis, development impact reviews, and shared street research literature review and synthesis.

Sandwich Bikeways and Pedestrian Master Plan, Sandwich, MA

Nick served as the Project Manager and oversaw all aspects of the project and worked closely with town staff and a citizens advisory committee. Nick's responsibilities included leading public engagement events, including an open house and a community walk and bike ride. The plan establishes a community vision for a connected network of high-comfort walkways and bikeways and was unanimously adopted by the advisory committee.

Thayer Street Planning Study, Providence, RI

Nick served as the Senior Planner and worked closely with a team of architects, urban designers, and economists to develop an action for this commercial street in the heart of the College Hill neighborhood. Nick oversaw the development of series of recommendations to improve the efficiency of on-street parking, new wayfinding for bicyclists, and improvements to the public realm in anticipation of a new street car line. Nick was responsible for coordination with Brown University and local merchants during the development of new transportation demand management strategies.



KRISTIN SAUNDERS

PROJECT MANAGER

TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 13

Toole Design: 2019-Present

City of Pittsburgh: 2014-2019

Gehl Studio & Rebar:
2011-2014

Atelierjones llc: 2007-2011

EDUCATION/ CERTIFICATION

Bachelor of Architecture,
University of Kansas: 2007

APPOINTMENTS/ AFFILIATIONS

National Council of
Architecture
Registration Boards,
Licensed Architect: PA

Pittsburgh Bike Share,
Board Member

As a senior planner with a background in architecture, Kristin's interests lie in designing public spaces that support the ever-changing human environment. She brings expertise in public involvement, bicycle and pedestrian planning, data-driven project prioritization, policy development, and human-centered design. Prior to joining Toole Design, Kristin worked on a variety of transportation initiatives at the City of Pittsburgh, from long range planning such as the creation of the Complete Streets Policy and the Pittsburgh Bike Plan, to the management of project selection, public outreach and stakeholder coordination.

SELECTED PROJECT EXPERIENCE

PeopleForBikes Big Jump Providence, Providence, RI

Kristin is leading the design team for rapid implementation of urban trails and bikeways throughout the City of Providence, Rhode Island as part of People for Bikes Big Jump program. The project includes multi-use trails, on-street separated bike lanes, and neighborhood greenways on traffic-calmed local streets.

Ferndale Mobility Plan, Ferndale, MI

Kristin is leading the team developing a new mobility plan for the city of Ferndale. As an update to the FerndaleMoves plan, completed in 2014, the new FerndaleMoves includes recommendations to improve bicycling, walking, and taking transit in the City of Ferndale. Toole Design is leading the entire plan including the bicycle level of traffic stress analysis, an engaging community process, virtual outreach techniques, and priority project renderings.

City of Alexandria Mobility Plan, Alexandria, VA

As part of a small team, Kristin has been focused on developing Alexandria's Complete Street Network for Alexandria's next Mobility Plan. A main focus of the next plan is providing the City with policy recommendations that will further their commitment to equity, safety, and sustainability. Toole Design is the lead author for the chapters on streets, bicycling and walking, and performance monitoring; supporting public outreach efforts; and contributing to chapters focusing on smart mobility and transportation demand management.

City of Pittsburgh Complete Streets Policy, Pittsburgh, PA

Kristin led the development, strategy, and adoption of Pittsburgh's Complete Streets Policy, a commitment by the City of Pittsburgh to prioritize the needs of pedestrians, bicyclists, and transit riders in all street design and maintenance projects. Kristin facilitated the policy's development led workshops with local transit organizations, advocacy groups, elected officials, and City of Pittsburgh staff.



LUCY GIBSON, P.E.

TECHNICAL LEAD TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 35

Toole Design: 2019-Present

DuBois & King, Inc.:
2012-2019

Smart Mobility, Inc.:
2001-2012

Two Rivers-Ottawaquechee
Regional Commission:
1994-2001

Resource Systems Group:
1988-1994

Jason M. Cortell and
Associates: 1983-1986

EDUCATION/ CERTIFICATION

Master of Science,
Engineering Sciences,
Dartmouth College: 1988

Bachelor of Science, Civil
Engineering, University of
Vermont: 1983

Professional Engineer: VT

Lucy is a transportation engineer who has worked on projects across the country that focus planning and design of streets, corridors, and networks to make them safe and vibrant places. Her design work includes traffic and multimodal analysis of complex intersections and development of safe and intuitive designs for people walking and biking. She enjoys working both on bigger picture, regional planning efforts as well as smaller focused design projects that can really make a difference to a community or neighborhood.

SELECTED PROJECT EXPERIENCE

Manchester Master Plan, Manchester, NH

Lucy is serving as senior transportation planner for the Manchester NH master plan. A charrette process was used to develop the plan, which focused on creation of a complete, multimodal street network and right-sizing streets and corridors to better serve future mobility needs. Concepts for addressing emerging technologies and micromobility opportunities were addressed in the plan, as well as strategies to leverage the future commuter passenger rail service that is planned for Manchester. Lucy's work included participating in the planning charrettes, research and evaluation of data, and synthesizing to develop recommendations.

PeopleForBikes Big Jump Providence, Providence, RI

Lucy is serving as Project Manager and Senior Engineer leading the design team for rapid implementation of more than 40 miles of urban trails and bikeways throughout the City of Providence. The trail project include on-street separated bike lanes and neighborhood greenways on traffic-calmed local streets.

Boston Vision Zero, Boston, MA

Lucy is serving as senior traffic engineer on numerous Vision Zero rapid response projects. She is responsible for leading the development of traffic models using Synchro and SimTraffic software to evaluate options for street and intersection redesigns that will improve the safety of vulnerable users. Project work typically includes data collection, developing or reviewing traffic models, and interpreting and reporting on the results.

Great Streets BTV, Burlington, VT

Lucy served as the lead traffic engineer for major street design effort in Downtown Burlington. The project included developing street design standards for all of downtown that focus on placemaking, green stormwater infrastructure, biking, and walking. Her responsibilities included design of streets and intersections, analysis of traffic circulation and parking changes, and providing technical input into the design standards.



LYDIA HAUSLE, AICP

PUBLIC ENGAGEMENT LEAD TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 7

Toole Design: 2016-Present

Fort Point Associates:
2014-2016

City of Newton, MA:
2013-2014

EDUCATION/ CERTIFICATION

Bachelor of Arts,
Architectural Studies, Boston
University: 2013

American Institute
of Certified Planners

APPOINTMENTS/ AFFILIATIONS

New England Bicycle Racing
Association, Board of
Directors: 2019-Present

B2C2 Cycling Team, Boston
MA, Road Team Captain:
2017-Present

President: 2015-2017
Team Coordinator: 2013-
2015

Lydia is a planner with a combination of public and private sector planning experience throughout the Northeast. Lydia is passionate about retrofitting and reimagining the built environment to equitably support safe and convenient transportation, regardless of mode. Understanding that the success of a project hinges on meeting the needs of a community, Lydia strives to engage residents and stakeholders in the planning and design process early and often.

SELECTED PROJECT EXPERIENCE

Great Streets PVD Plan, Providence, RI

Lydia served as Deputy Project Manager and oversaw all public engagement for the project, including coordination of 12 neighborhood workshops, an online interactive map, a public meeting, and coordination with a community street team. In addition, Lydia also led the development of the plan's companion design guide, which will cover all components of the public realm.

Pawtucket/Central Falls Multimodal Master Plan,

Pawtucket and Central Falls, RI

Lydia is the Project Manager for this multimodal planning initiative that will recommend infrastructure and policy recommendations for the neighboring cities of Pawtucket and Central Falls. The plan has a strong focus on equity, and seeks to promote continued affordability of the two communities through policy and improving conditions for low-cost transportation options like biking, walking, and transit use.

City Walk Bicycle and Pedestrian Improvement Project, Providence, RI

Lydia serves as a planner on this signature, city-led initiative to reconnect several Providence neighborhoods. She coordinated several key events for the project's public outreach, including Community Advisory Group meetings, a walking/biking tour for constituents, and a charrette-style public meeting. Lydia's approach to the project's public engagement focuses on inclusivity, and all materials and presentations for the project thus far have been provided in at least two languages, including simultaneous translation via headsets.

Salem Bicycle Master Plan, Salem, MA

Lydia worked closely with the City, a steering committee, and the public to plan a high-comfort bikeway network in a highly constrained urban setting. Lydia coordinated and presented at several public workshops, coordinated community bike rides with elected officials, launched and managed a WikiMap, and prepared educational materials to support the plan. A strong safety analysis and LTS analysis supported the development of the network and plan recommendations.



ANDREA OSTRODKA, AICP, LEED AP®

POLICY LEAD TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 19

Toole Design: 2019-Present

H. W. Lochner: 2016-2019

Central Florida Regional Transportation Authority (LYNX): 2011-2016

AECOM: 2009-2011

Glatting Jackson Kercher Anglin, Inc.: 2003-2009

Triangle Land Conservancy: 2001-2003

EDUCATION/ CERTIFICATION

Master of Urban and Regional Planning, University of North Carolina at Chapel Hill: 2003

Bachelor of Arts, History and Environmental Studies, Emory University: 2001

American Institute of Certified Planners

LEED Accredited Professional

APPOINTMENTS/ AFFILIATIONS

Urban Land Institute Central Florida Chapter, Chair of Programs: 2007-2010

Andrea is a collaborative and solutions-oriented transportation planner who serves as Toole Design's Transit Practice Lead. Andrea has seen a broad transportation initiatives through to implementation, proving her value on both project- and enterprise-level planning efforts. Her notable projects include managing the SunRail Transition, where she deftly facilitated the competing goals of multiple jurisdictions while navigating a highly charged political landscape, as well as overseeing final design for the Central Avenue BRT in St. Petersburg.

SELECTED PROJECT EXPERIENCE

Massachusetts Bay Transit Authority (MBTA) Design Guide For Access

Andrea developed the multimodal access design guidelines for MBTA's update to its Systemwide Guide to Access. Andrea's work focused on suburban rail station guidelines including ADA access, pedestrian and bicycle access, parking, curbside management for drop off, safety, and security recommendations.

SPARTA Comprehensive Operations Analysis, Spartanburg, SC

In 2019 the Spartanburg Area Regional Transit Agency initiated a comprehensive operational analysis (COA) to better understand the efficiency and effectiveness of their transit system. Based on historical trends and real-time data analysis, Andrea developed both short- and long-term operational recommendations for improved efficiency, identified opportunities for improved bicycle and pedestrian connectivity to stops and stations, and evaluated stops for service expansion.

Lake County Transit Comprehensive Operational Analysis, Taveres, FL

As Lead Transit Planner, Andrea performed an operational efficiency evaluation for Lake County's rural transit system. The evaluation included bus performance at the route level based on a set of quantitative criteria, as well as a financial analysis of route alternatives. Andrea oversaw the analysis, conducted a quality review, and prepared a series of recommendations to optimize system performance.

US 192 Alternatives Analysis, Kissimmee, FL

This corridor study evaluated a variety of modal improvements to reduce congestion and enhance mobility between Walt Disney World and downtown Kissimmee. As the Project Manager and liaison to the Federal Transit Administration (FTA), Andrea was responsible for public partner coordination, alternatives evaluation, and preparation for FTA's New Starts Program.



VALERIE J. SOUTHERN, CMC

SENIOR TRANSPORTATION PLANNER

VJS-TC

PROFESSIONAL HIGHLIGHTS

Years of Experience: 35

Valerie J. Southern-
Transportation Consulting:
1988-Present

King County Department of
Transportation: 1996-1998

Boston Transportation
Planning and Capital
Programming: 1992-1994

EDUCATION/ CERTIFICATION

Master of Public
Administration, Harvard
University: 1987

Master of Urban and Regional
Planning, University of Rhode
Island: 1980

Valerie is a certified management consultant specializing in transportation planning, policy and program management. For 35 years, she has assisted governments and the private sector in the analysis, administration and financing of complex transportation projects and programs. Valerie's career covers all modes of transportation and represents every level of government. Her expertise is in transportation systems inventory and analysis (all modes); systems planning and policy; program development and management; capital programming, financing, and budgeting; and national transportation research. She has in-depth knowledge of federal transportation policy and legislation.

SELECTED PROJECT EXPERIENCE

Great Streets PVD Plan, Providence, RI

Valerie performed program and policy analysis and structural development of the City's new Great Streets program and master plan. Conducted departmental interviews and national state-of-the-practice research covering innovations in public realm safety, administration, and management including zoning, parking, lighting, micro-mobility, EV technologies, traffic calming, and pedestrian and bicycle accommodation.

Consolidated Grant Application Evaluation Panel Project, Olympia, WA
Valerie evaluated, prioritized, and ranked 160 competitive municipal and agency funding applications requesting Federal and State grant awards for transit program, transit asset management, suburban and rural transit, tribal transit, mobility management, special needs transportation, and transit capital investments.

Coordinated Human Services Transportation Plan, Providence, RI

Valerie assisted in the update of the statewide human services transportation plan; ensuring RIPTA compliance with FTA regulations [C 9070 1G Chapter V].

Long Range Transportation Plan and Transportation Improvement Program, Martha's Vineyard, MA

Valerie served as Project Manager, assessed transportation assets and deficiencies, network safety, and parking supply and demand; inventoried island wide transportation services; and performed 22 federal, state and island stakeholder surveys. Valerie prepared 20-year transportation plan covering the phased development of roadway, ferry, shared-use path, ride share, parking, and sub-regional transit services; constructed phased transportation improvement program (TIP) with prioritized capital projects and estimated costs; identified regional, state, and federal funding sources; and wrote the 183-page plan.



NORM MARSHALL

TRAVEL DEMAND MODELING LEAD SMART MOBILITY

PROFESSIONAL HIGHLIGHTS

Years of Experience: 33

Smart Mobility, Inc.
2001-Present

RGS: 1987-2001

EDUCATION/ CERTIFICATION

Master of Science,
Engineering Sciences,
Dartmouth College: 1982

Bachelor of Science,
Mathematics, Worcester
Polytechnic Institute: 1977

APPOINTMENTS/ AFFILIATIONS

Transportation
Research Board

Congress for the
New Urbanism

Norm will lead the travel demand modeling effort on this project. He has experience with dozens of different regional travel demand models across regions of all sizes - including developing new models from scratch, making expensive enhancements in models, applying models, and reviewing models. Norm also has extensive experience and training in microsimulation, and therefore will be able to integrate findings from both the Rhode Island Travel Model and the Aquidneck Island mode. Many modelers work in only one of these two domains. Having multiple modelers involved often leads to something being lost in translation and tends to increase costs. Norm is a nationally known expert in modeling non-motorized trips, induced travel, greenhouse gas emissions, and transportation system resiliency, and will bring this expertise and experience to this project. Norm has worked on many transportation plans for smaller cities and regions, and often has found ways to extract customized performance measures that meet the goals and needs of each community.

SELECTED PROJECT EXPERIENCE

Missoula Long-Range Transportation Plan, Missoula, MT

Norm is doing the travel demand modeling as part of a team updating the Missoula region's Long-Range Transportation Plan. There is special attention being paid to working towards the region's aggressive targets for walk, bike and transit trips.

Casper Long-Range Transportation Plan, Casper, WY

Norm did the travel demand modeling as part of a team that updated the region's Long-Range Transportation Plan. Four scenarios were modeled including sprawl and compact land use and auto and multimodal transportation alternatives.

State of California Air Resources Board

Norm was the Project Manager for a large project that evaluated how well regional travel demand models in California account for greenhouse gas emissions. The work included sensitivity testing of the models in the San Francisco Bay, San Diego and Fresno regions, as well as less detailed evaluation of other models.

Vermont Statewide Resiliency Plan

Norm created an enhanced version of the statewide travel demand model used to evaluate travel impacts of closures and delays resulting from severe storm events. The model uses innovative Monte Carlo simulations process to account for combinations of failures.



WILLIAM SCULLY, CMC

TRANSPORTATION SAFETY ENGINEERING GREEN INTERNATIONAL AFFILIATES

PROFESSIONAL HIGHLIGHTS

Years of Experience: 39

Green International Affiliates:
1987-Present

Vanasse-Hangen (VHB):
1981-1987

McDonough & Scully
(MS Transportation Systems):
1987-2010

EDUCATION/ CERTIFICATION

Master of Science,
Civil Engineering,
University of Massachusetts
Amherst: 1983

Bachelor of Science,
Civil Engineering,
University of Massachusetts
Amherst: 1977

Professional Engineer:
FL, MA, MD, ME, NH, RI

APPOINTMENTS/ AFFILIATIONS

Institute of
Transportation Engineers

Boston Society of
Civil Engineers

American Society
of Civil Engineers

American Planning
Association MA

Bill is a Vice President at Green and he has nearly 40 years of experience as a transportation engineer and planner, encompassing both public and private sectors. He brings an effective range of expertise within the field that includes long-range strategic policy analysis, travel forecasting, access management, safety planning and analysis road safety audits, corridor- and area-wide transportation studies, parking system studies, special event transportation management, and travel demand management (TDM). Bill succeeds in working with diverse groups, forging a consensus on plans and improvements that enhance access and safety for the private client as well as the traveling public.

SELECTED PROJECT EXPERIENCE

Massachusetts Complete Streets

Bill leads Green's Complete Streets efforts, and has provided assistance to approximately 20 communities that participate in the MA grant program. Work includes developing policies, community wide Complete Streets Plans and working with the communities to set priorities. Actions include enhanced pedestrian crossings and facilities, designating bike routes and lanes, road diets and traffic calming measures.

Barnstable Yarmouth Transportation Plan

Bill managed this mid-Cape transportation plan development that covered short and long range actions, multimodal components including the assessment for the transit intermodal center, remote seasonable parking plans, and improving the connections between the intercity bus service with the two major island ferry operators. The roadway component of the project included examining 173 intersections within the Hyannis and Yarmouth area and more than 20 miles of arterial corridors.

Technical Traffic Peer Review, Smithfield, RI

Working with the town of Smithfield, Bill led the technical review for traffic impact and safe access for a major proposed mixed use development along the Route 44 corridor. The proposed project includes a hotel, residences and commercial uses. The site bordered I-295 and a major residential area in addition to being located on a high volume state highway. Work required facilitating coordination with RIDOT and town.

Road Safety Audits MassDOT Major Highway Evaluation

Bill led RSA teams over a two year period in conducting 20 RSAs for DOT along major highways throughout the Commonwealth. Since then, RSAs have become a standard practice on most projects seeking federal aid funds for improvements. He has since participated in RSAs for intersection and corridor projects in MA and RI.



GARY NORRIS, PE, PTOE
SENIOR TRANSPORTATION
ENGINEER

VJS-TC

Years of Experience: 45

Professional Engineer: RI, DC, VA, MD, ID, OR, WA
Professional Traffic Operations Engineer

Gary is a senior engineer with over 45 years of experience in traffic engineering, and transportation planning both as a consulting engineer and a traffic engineer and planner for local governments. He has served as the Project Manager for major roadway reconstruction and infrastructure projects from design through construction to include traffic signals, street lighting, storm drainage, pavement and MoT plans; he has conducted extensive traffic studies to identify required ADA improvements, traffic signal timing plans, and roadway diet and channelization plans and other traffic engineering designs for large public works projects. He has designed and implemented fiber optic communication network and implemented a traffic operations center. As a private consultant, he has conducted more than 1,000 traffic impact analyses for long and short-range transportation studies, environmental impact statements, development proposals.



WING WONG, PE, PTOE
TRANSPORTATION PLANNER

GREEN INTERNATIONAL AFFILIATES

Years of Experience: 17

Professional Engineer: MA

Professional Traffic Operations Engineer

Wing leads his team of specialized traffic engineers in solving the traffic problems for all of Green's projects. Looking at all the available options, Wing designs the one that best fits the municipalities' needs. He directs the firm's Complete Streets program for planning and design projects that requires an understanding and appreciation of safety, travel choices and connectivity for all modes and users. Wing is the Program Manager overseeing Green's RIDOT On-Call Traffic Design Services Contract. These Task Orders included

safety improvements along Route 6 in Foster and Scituate, statewide traffic signal improvements at multiple locations, crosswalk enhancements along Memorial Boulevard in Newport, and crosswalk and sign enhancements at multiple locations.



TAYLOR DENNERLEIN, EIT
PLANNER

TOOLE DESIGN

Years of Experience: 3

Engineer in Training: MA

Taylor is experienced in both engineering and planning, and she approaches projects through dual lenses. Her work focuses on safety and multimodal user experiences. At Toole Design, Taylor has contributed to road diet guidelines for the Massachusetts Department of Transportation; corridor and intersection designs for Boston Vision Zero Rapid Implementation projects; traffic analysis and signal design for the Cities of Boston, Somerville, Cambridge, Ann Arbor, Cleveland, and Providence; concept designs for the Cities of Boston and Malden; multimodal intersection delay calculations; and collision diagram development.



DANIEL PATTERSON
GIS ANALYST

TOOLE DESIGN

Years of Experience: 2

Daniel is a GIS Analyst, specializing in map production and the GIS methods used in active and multi-modal transportation planning. He has a passion for spatial analyses and working with large complex datasets, which is supported by his drive to deliver beautiful, eye-catching, and informative maps. He has years of experience with specialized cartographic software, as well as scripting languages used to analyze, interpret, and visualize all kinds open, private, and governmental data. Currently, Daniel is the lead GIS Analyst for the Virginia Beach active Transportation Plan, which includes building active transportation to guide the direction of the City of Virginia Beach's future developments in active transportation. Daniel

built several online interactive maps to share GIS data and gather information from the public and stakeholders related to network development.



ALEX MCKEAG
URBAN DESIGNER
TOOLE DESIGN
 Years of Experience: 8

Alex is a planner and designer with experience that includes multimodal street design, suburban retrofits, missing middle housing, incremental development. He has worked to develop context-sensitive designs for urban and suburban streets and to expand the international Highways to Boulevards movement, which highlights the damage done by 20th-century highway building and empowers communities to re-evaluate their in-city highway infrastructure. Alex studied sustainable urban planning and design at KTH Royal Institute of Technology in Stockholm and University College London (UCL).



LILY KO
PLANNER
TOOLE DESIGN
 Years of Experience: 2

Lily is a planner in Toole Design's Boston office whose passion for transportation stems from its connections to equity, the environment, and health. She lends her skills in public engagement, research, writing, graphic design, and mapping to a variety of projects, including Vision Zero, MBTA Accessibility Design Guide, and Cambridge Bike Plan. Well before she joined Toole Design, Lily was striving to make transportation accessible. She worked at the MBTA to determine equitable placement of fare machines to serve un/underbanked riders for her thesis, and for a fellowship with Boston City Councilor Michelle Wu, Lily designed a project to learn about teen transportation barriers, resulting in thousands more students receiving a free transit pass.

Neighborhood traffic circles or mini roundabouts are effective traffic calming design alternatives for low-volume neighborhood streets. Neighborhood traffic circles may be installed with straight or mountable curbing depending on turning radius requirements. Traffic circles also provide opportunities for plantings, special identifying signage for neighborhoods, or public art.



USE

- Intersections in primarily residential areas where daily vehicle volumes for all approaching legs of the intersection fit less than 15,000 VPD
- Not appropriate on primary emergency vehicle access routes

REQUIREMENTS

- Provide 15' of clearance from intersection corners to edge of traffic circle. This may include a mountable truck apron

ADDITIONAL CONSIDERATIONS

- Use the largest traffic circle radius possible to encourage slow speeds.
- Mark crosswalks ahead of each approach' curvance to the traffic circle.
- Traffic controls may be used in addition to the traffic circle. If used, mount YIELD (R1-2) or STOP (R1-1) control signs as vehicle approaches to the circle.
- Mount a 45-45 directional sign in the circle when possible. Mount the R6-5P on the STOP or YIELD sign post if a sign can't be mounted within the circle. Use custom curb extensions or splitter islands to channelize vehicles and further reduce speeds.
- Include mountable truck aprons around the outside of the circle to allow large vehicles to use the intersection without encouraging high speeds by smaller vehicles.
- Consider plantings native and/or seasonal vegetation in the center of the circle to provide neighborhood boxification, traffic calming elements, and stormwater infiltration.
- Consider custom neighborhood identification signage or public art to the circle interior.

ADDITIONAL RESOURCES

- [NACTO Urban Street Design Guide](#)
- [ANWB Traffic Calming eLibrary](#)

We are national leaders in developing graphically compelling street design guidance for public agencies across the country with a focus on multimodal streets, safety, and placemaking.



JAKE BERMAN

PLANNER

TOOLE DESIGN

Years of Experience: 2

Jake is a planner in Toole Design's Boston office. He draws on his spatial analysis, policy, and engagement skills to make urban spaces more equitable, sustainable, and livable for all people. At Toole Design, Jake has worked on Vision Zero, Complete Streets, Safe Routes to Schools, implementation, multimodal, bicycle, and pedestrian plans at the local, regional, and state levels. Before joining us, he completed a Master of City Planning at the University of Pennsylvania's School of Design, where his studio project reimaged how urban streets can work with emerging technologies like autonomous shared vehicles and personal electric mobility devices such as electric bikes and scooters.



SHAILAH HANDY

SENIOR GRAPHIC DESIGNER

TOOLE DESIGN

Years of Experience: 14

Shailah is Toole Design's Graphic Design Manager. She is an award-winning designer with experience creating publications, promotional materials, collateral, identities, and websites, working with clients in everything from higher education to non-profits. Beyond her design savvy, she is well known for outstanding organization, making connections, and solving problems. Shailah gets to the essence of what makes each project special and finds a unique approach to help her clients and ultimately discover creative solutions. She believes that design plays an important role in building a brighter future and executes creative solutions with great pride and craft.

KANNYKA POUK

INTERPRETING SERVICES COORDINATOR

CENTER FOR SOUTHEAST ASIANS

Years of Experience: 6

Kannyka is the Director of the International Language Bank, a fee for service interpreting and translation program. Funds raised from this service goes to help run other programs at the agency. He is charge of scheduling over 25 interpreters of various languages to go to school meetings, doctor's offices, and area clinics for appointments. Handle all customer service questions and complete bi-weekly billing and payroll procedures. Kannyka is Site Coordinator for the Volunteer Income Tax Assistance (VITA) Program; recruiting for volunteers and working with staff to greet and prepare taxes for low income individuals and families. Kannyka is Site Supervisor for DREAM study in Providence that focuses on Cambodian adults. The study focuses on diabetes prevention through one-on-one lessons and group sessions on eating, walking, and sleeping. Three groups of participants are followed for 15 months—one group is the control group, another one gets group intervention on how to eat and sleep better, and the third group gets group health sessions and medication review consultation.

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2. CAPABILITY AND CAPACITY

CAPABILITY AND CAPACITY

Toole Design will commit the staff and resources necessary throughout the duration of the project to complete the work in a timely fashion. The staff presented in this proposal are the individuals you will be working with. They have the capacity needed to complete project tasks and are ready to start upon Notice to Proceed. Ongoing and future projects will not detract from their ability to contribute high-quality work to this effort in a timely manner. The Toole Design Team's professional and technical resources are deep, meaning we can draw on a wide range of additional staff, or specialists, as the need arises.

We have listed Toole Design and our team members' areas of expertise and major projects in the next two years. We invite you to contact our references about our team's professional qualifications.

TOOLE DESIGN

Limited Liability Company founded in Maryland in 2003.

AREAS OF EXPERTISE

- Multimodal transportation planning and design
- Transit planning
- New Mobility and Curbside Management
- Vision Zero
- Roadway and street design
- Traffic engineering and operations
- Green infrastructure
- Urban design and placemaking
- Safe Routes to School

CURRENT PROJECT WORKLOAD

As a firm, Toole Design has over 550 current contracts.

Our Boston Office's notable contracts include:

- Boston Network Acceleration Projects, est. 9/2022
- Boston Neighborhood Mobility Microhubs, est. 7/2021

We are happy to provide additional information about our current contracts upon request.

REFERENCES

People for Bikes Big Jump Providence, and Providence Great Streets Initiative and Urban Trails Project, and City Walk Project
City of Providence

Department of Planning and Development
Martina L. Haggerty, Director of Special Projects
444 Westminster Street, Providence, RI 02903
401.680.840, mhaggerty@providenceri.gov
12/2018 – 6/2019 (Great Streets); 4/2019 – 4/2021 (Big Jump); 9/2017 – 9/2019 (City Walk)

PLAN: East Boston Multimodal Transportation Study

Boston Planning and Development Agency
Nick Schmidt, AICP, Senior Transportation Planner
1 City Hall Square, Boston, MA 02201
617.918.4267, nick.schmidt@boston.gov
7/2019 – 6/2021

City of Boston's Vision Zero Planning and On-Call Design

Boston Transportation Department
Charlotte Fleetwood, Senior Transportation Planner
City Hall Square, Room 721, Boston, MA 02201
617.635.2462, charlotte.fleetwood@boston.gov
10/2015 – 6/2022

VJS-TC

Limited Liability Company established in 1998. Rhode Island-certified Disadvantaged Business Enterprise (DBE), Woman Business Enterprise (WBE), and Minority Business Enterprise (MBE).

AREAS OF EXPERTISE

- Transportation planning, policy, program management, stakeholder coordination; federal and state funding
- Transportation engineering; design; corridor, roadway and parking management; cost estimating; PS&E; lighting
- Systems planning and policy for highway, local roadway, public transit, parking, park and ride, freight, ferry, rail, pedestrian, bicycle, recreational trail, and micromobility
- Transportation research and analysis

CURRENT PROJECT WORKLOAD

- Consultant Services to Evaluate RIDOT Pavement Management System, est. 8/2023
- University of Rhode Island Kettle Hole Parking Lot Permit, est. 1/2022

REFERENCE

Providence Great Streets Initiative and Urban Trails Project

City of Providence
Department of Planning and Development
Martina L. Haggerty, Director of Special Projects
444 Westminster Street, Providence, RI 02903
401.680.840, mhaggerty@providenceri.gov
12/2018 – 6/2019

SMART MOBILITY

Consultant firm incorporated, Vermont, 2001.

AREAS OF EXPERTISE

- Advanced modeling of non-motorized travel
- Realistic modeling of induced travel
- Dynamic Traffic Assignment (DTA)
- Scenario planning that is properly sensitive to land use

CURRENT PROJECT WORKLOAD

- South Carolina Route 41, est. 12/2020
- Missoula LRTP, est. 2/2021

REFERENCE

Vermont Resiliency

Vermont Agency of Transportation
Joe Segale, Director
Policy, Planning, and Research Bureau
219 North Main Street, Suite 201, Barre, VT 05641
802.477.2265, joe.segale@vermont.gov
3/2020

GREEN INTERNATIONAL AFFILIATES

Established in 1954. Rhode Island-certified Disadvantaged Business Enterprise (DBE) and Minority Business Enterprise (MBE).

AREAS OF EXPERTISE

- Transportation Safety Assessment and Mitigation
- Traffic Signal Operations and Design
- Complete Streets Planning, Design and Implementation
- Preparation of Design Plans with cost estimates

CURRENT PROJECT WORKLOAD

- RIDOT Traffic Safety On-Call Contract, est. 10/2021
- Columbian Square Revitalization, Weymouth, MA, est. 12/2022

REFERENCE

Weymouth Complete Streets Plan, Columbian Square, Washington/Broad Traffic Signal

Town of Weymouth
Robert Luongo, Director
Planning and Community Development
15 Middle Street, Weymouth, MA 02188
781.340.5015, rluongo@weymouth.ma.us
5/2016 – 9/2020

CENTER FOR SOUTHEAST ASIANS

Nonprofit organization formed in 1987.

AREAS OF EXPERTISE

- Knowledge of interpreting needs for small and large organizations
- Staff who speak different languages: Spanish, Khmer, Laotian, Portuguese Creole
- Social services agency helping with various programs like free tax prep, victim services, Affordable Care Act
- Ability to work with clients from all different backgrounds and have access to peer agencies who can provide wrap-around services

CURRENT PROJECT WORKLOAD

- Grants are in place for Victims of Crime Act (VOCA), 12/2021
- Free tax prep – Volunteer Income Tax Assistance (VITA), annual contract

REFERENCE

Cranston Public Schools

Cranston School Department

Lynne Vendettuoli

845 Park Avenue Cranston, RI 02910

401.270.7758, lvendettuoli@cpsed.net

1/2015 – Present

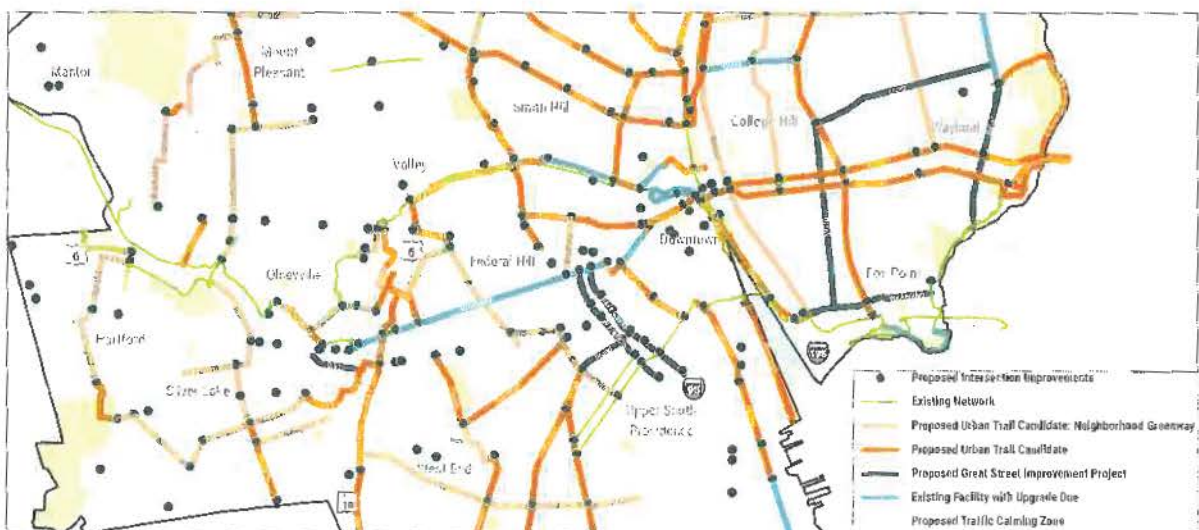
PROJECT EXPERIENCE

In the pages that follow we have included an overview of some of our most relevant projects.

PROVIDENCE COMPLETE STREETS AND URBAN TRAIL MASTER PLAN PROVIDENCE, RI

Branded as the Great Streets PVD Plan, the Complete Streets and Urban Trail Master Plan has an ambitious goal of connecting all 25 Providence neighborhoods to a network of low-stress urban trails, such as off-street paths, on-street protected bikeways, and neighborhood greenways.

From project kickoff, **Toole Design** began drawing a network vision based on data, past plans and projects, and City staff input. We then prepared a full menu of bilingual outreach materials for 12 neighborhood charettes held throughout the City to seek input and new ideas. Toole Design used the input to work with the City to finalize a draft network for further public input, a process that included studying numerous corridors requiring considering routing alternatives, often to avoid barriers or topographic constraints. Community members were then able to comment on the



Toole Design developed a comprehensive network of urban trails and Complete Streets improvements for the Providence Great Streets Plan.

PVD GREAT STREETS

WHAT ARE GREAT STREETS? ¿QUÉ SON LAS CALLES MAGNÍFICAS?

Great Streets include:

- Improvements to make walking and riding bicycles safer
- Traffic calming improvements to reduce speeding and cut through traffic
- Streetwide improvements like lighting, trash cans, landscaping, and benches
- Creation of a "spine" network of urban trails that connect nearby Providence neighborhoods

Las calles magnificas incluyen:

- Mejoras para hacer más seguro caminar y andar en bicicleta
- Mejoras para reducir la velocidad y disminuir el tráfico que atraviesa las calles
- Mejoras de toda la calle como iluminación, contenedores de basura, jardinería y bancos
- Creación de una red de "columna vertebral" de senderos urbanos que conectan vecindarios cercanos de Providence

**Why Do Great Streets Matter?
¿POR QUÉ IMPORTAN LAS CALLES MAGNÍFICAS?**

EQUITY | LA ECUIDAD
Great Streets provide low-cost transportation options for Providence residents.
Such features as dedicated bike lanes and bus lanes provide additional options.

SAFETY | SEGURIDAD
Great Streets make it safe and comfortable to walk, bike, stroller, stroller, and ride a bicycle.

ENVIRONMENT | AMBIENTE
30% Greater transit use from existing transit options
61% Greater use of public transit from existing transit options
1st Most walkable city in the United States

Great Streets support City goals:

- Reduce greenhouse gas emissions
- Improve air quality
- Reduce traffic congestion
- Improve public transit ridership
- Reduce the number of cars on the road
- Improve the health and well-being of Providence residents

Collecting Information about the City's Streets

Toole Design collaborated with both VSJ and CSEA on the Great Streets Plan.

draft network via an online map, further helping us refine the network.

We have also developed a comprehensive Implementation Guide that provides detailed instructions for building all public realm improvements related to the Great Streets PVD Plan. The guide contains plan-view, cross-section, and three-dimensional drawings of urban trails and Complete Streets, photos and renderings of streetscape elements such as parklets, plazas, lighting, and bike parking. Finally, the project team is analyzing the City's policies and processes that relate to its capacity to quickly build and maintain the Urban Trail Network.

For this project, VJS-TC conducted national best practices research on the management and evaluative approaches of similar sized cities; documenting the governance, regulation, management, planning, design, engineering, and funding of their transportation programs,

technologies, and services. This information assisted in shaping the policy foundation of the Providence plan.

PLAN: EAST BOSTON MULTIMODAL TRANSPORTATION STUDY BOSTON, MA

Toole Design is leading the development of a multimodal transportation study in East Boston, which is geographically separated from the rest of the city and home to a population that is 51% foreign-born and where 55% of residents speak Spanish at home.

The first phase of the project will document current and future expected conditions in the neighborhood, beginning with a mode-by-mode assessment of existing safety, access, and reliability benchmarks. A neighborhood-wide systemic safety analysis is part of this effort, focusing not only on locations where crashes have already taken place, but also on locations where characteristics of the streets make a future crash likely. The result of this analysis will be a roadmap for identifying and prioritizing safety improvements in a systemic, predictive manner; Toole Design will use data to shed light on how transportation in East Boston is and will be affected by racial or income-level disparities, climate change and sea-level rise, and rapidly developing areas.

The second phase will focus on identifying a broad range of transportation recommendations that are informed by the analysis completed in the first phase. Toole Design will lean on its creative engine to identify short- and long-term solutions, analyze the feasibility and planning-level cost estimates, and develop initial concepts for the recommendations. Finally, the project will move swiftly from planning into implementation. Building on our experience working with the City of Boston on design projects throughout the city, Toole Design will develop rapid implementation designs for select places in East Boston, to be installed even before the planning phase is fully complete.

PAWTUCKET - CENTRAL FALLS MULTIMODAL MASTER PLAN PAWTUCKET/CENTRAL FALLS, RI

Toole Design led this unique state-sponsored project that brought two neighboring cities together to work toward the collective goal of implementing a multimodal transportation network. Nestled directly north of Providence, Pawtucket and Central Falls together house over 90,000 residents within about 10 square miles. With private development beginning to move into the area and a new centrally-located train station slated to open in the coming years, Toole Design worked with the two cities, the state, stakeholders, and the community to craft a plan that leverages existing opportunities while acknowledging and responding to the financial and personnel constraints for the two cities.

Toole Design set out to establish a strong vision for the project to guide recommendations, beginning by engaging the public with pop-up workshops at existing community events, stakeholder listening sessions, and a survey available in three languages. The public engagement effort for the project dovetailed with an analysis of the existing conditions experienced by people who walk, bike, and take transit. These analyses revealed the wide disparities between people who drive and who take

transit, and how key routes between neighborhoods are uncomfortable for walking and biking.

Toole Design established draft walking and biking networks, policies and programs, and a design implementation toolkit tailored to the cities needs. Toole Design hosted a half-day workshop with a diverse group of stakeholders including staff from the planning and public works departments from the cities, walking, biking, and health advocates, and staff from the state transit agency. Recognizing the limited resources the cities have to make walking and biking upgrades, Toole Design identified funding sources and partner organizations and created a group of projects that would be easier and lower-cost for the cities to implement in the next five years while still providing a network that will connect communities to each other and key destinations. To help city staff and the public understand recommendations that will be unique to the area, Toole Design created three plan-view graphics for different recommendations. All in all, Toole Design worked with the two cities, stakeholders, and the community to craft a plan that includes 62 infrastructure recommendations spanning nearly 20 linear miles to be implemented and 17 policy and programmatic recommendations.



To help City staff and the public understand recommendations that will be unique to the area, Toole Design created three plan-view graphics for different recommendations. The Toole Design Team conducted surveys at a pop up event for the Pawtucket-Central Falls Multimodal Master Plan.

CITY WALK BICYCLE AND PEDESTRIAN IMPROVEMENT PROJECT PROVIDENCE, RI

Toole Design is providing urban design, bicycle and pedestrian facility design, traffic engineering, and public engagement services to the City of Providence to assist in realizing the City Walk vision. At its core, City Walk is about improving connections between Providence neighborhoods and enhancing the everyday experience for all. Building on years of community support, City Walk will connect nine Providence neighborhoods to major recreational and civic amenities, including Roger Williams Park and India Point Park, the Southside Cultural Center, and the Children's Museum, all while celebrating Providence's diverse cultures.

Toole Design has completed design plans for Phases 1 and 2 of City Walk, which focus on making safety improvements for people who walk and ride bicycles through Downtown and in Upper South Providence via Clifford, Pine, and Friendship streets. Specific improvements along the Clifford Street Bridge seek to enhance a critical connection over I-95, bridging a key gap in high-comfort bicycling and walking infrastructure that exists between South Providence and Downtown. The effort aims to ensure public safety and enhance

access to economic opportunity for all of the residents of Providence.

This project includes a dynamic public engagement process that consists of focal groups, multi-lingual public meetings, street teams, and a community advisory group. As the phase 2 improvements contemplate noted alterations to the roadway, this project also included a tactical demonstration project where a two-way separated bicycle facility was showcased between Public Street and Potters Avenue. It also included curb extensions and ground murals painted by local artists. The demonstration project has proven invaluable in engaging the local community and developing local support for the City Walk initiative.

STEAMBOAT SPRINGS MULTIMODAL TRANSPORTATION PLAN STEAMBOAT SPRINGS, CO

Toole Design is currently assisting the City of Steamboat Springs in developing their first Multimodal Transportation Master Plan, which will identify and prioritize recommendations for policies, programs, and infrastructure for the next 20 years. To produce an community-supported and implementation-ready plan, Toole Design is conducting innovative community outreach and leveraging a multitude of analytical tools.



The Providence City Walk project includes extensive public outreach, including tactical urbanism demonstration events.

Informational Boards & Videos

To learn about what the Steamboat Springs Transportation Master Plan will do, what the existing conditions for transportation are in Steamboat, and a sneak preview of the TMP's guiding principles, please peruse the informational boards and accompanying videos below.

What is a transportation master plan?

The video frame shows a presenter on the right side. On the left, there are several icons representing different modes of transport: a person walking, a person in a wheelchair, a bus, a bicycle, and a car. Text overlays include 'Transportation Master Plan...', 'Steamboat needs a Plan because...', and 'Transportation Master Plans Help Communities Decide What Projects and Programs to Implement and When'.

The map shows a street grid with several red circular markers indicating specific locations. A legend on the right side lists transportation modes with corresponding icons: Pedestrian Facilities, Accessibility, Transit, Other Modes, Bicycling, Parking, and Multiple Modes. The map title is 'SS Transportation Master Plan'.

Toole Design developed an online interactive map for identifying existing issues, created an online survey, and hosted three Q&A sessions for Steamboat Springs, CO.

As experts in community engagement, we've developed strategies to improve the amount and quality of community and stakeholder participation. For the Steamboat Springs TMP, we helped create a project website with project information. For the site, we recorded presentations to accompany the informational boards, developed an online interactive map for identifying existing issues, created an online survey, and hosted three Q&A sessions for the community to call into to share input.

Because Steamboat Springs is a small community, it does not have a conventional regional travel demand model on which to base decision-making for investments in transportation infrastructure. Instead, we are helping the City to establish and understanding of travel patterns by using Big Data, which provides years of data based on anonymized geospatial information from cell phone companies. We are also analyzing bicycle connectivity using a tool called the Bicycle Network Analysis, which we created for PeopleForBikes. Our

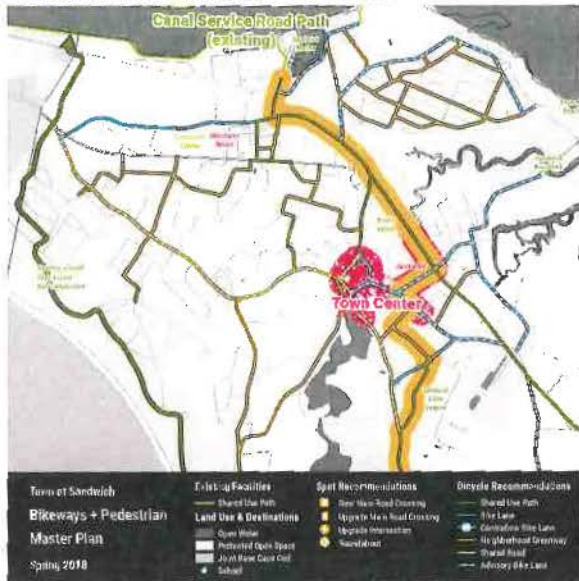
technical analyses will result in data-driven recommendations that optimize return on investment for the City.

SANDWICH BIKEWAYS AND PEDESTRIAN MASTER PLAN SANDWICH, MA

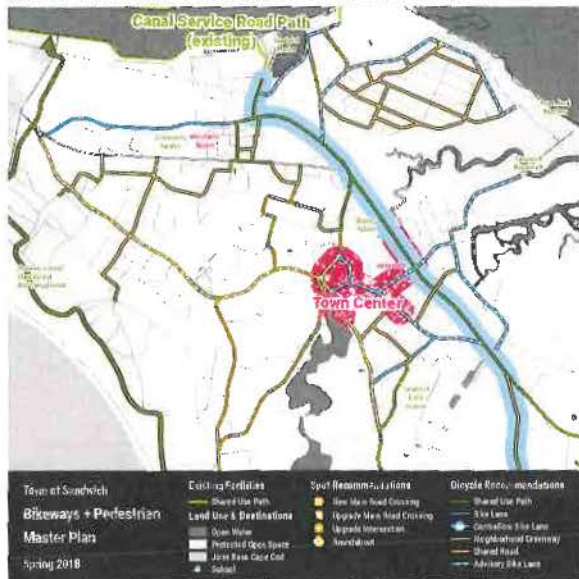
Toole Design developed the Town of Sandwich's Bikeways and Pedestrian Master Plan. Building on the strengths of Sandwich as a historic Cape Cod town with numerous popular summer destinations, the Plan provides the Town with a guide to creating a complete network of safe and comfortable pedestrian and bicycle facilities that serves the needs of residents and seasonal users alike.

Specific short- and long-term recommendations were provided, including shared use paths, on-street bicycle facilities, and improved intersection treatments for all road users. Toole Design focused in particular on alternatives to improve access for pedestrians and bicyclists between the historic town center, the popular Cape Cod Canal Path, and a

ALTERNATIVE 2: ROUTE 6A ROUTE



ALTERNATIVE 3: CHARLES STREET ROUTE



In historic Sandwich, MA, the oldest town on Cape Cod, Toole Design was charged with closing a gap in the regional trail network while preserving and protecting historic resources while maximizing connections through the town's historic main village.

proposed extension of the regional shared use path network. This work involved assessing roadways for utility locations and off-road sites for accessible slopes and natural features to avoid to minimize disturbance and erosion.

Toole Design involved the public through an engagement process that included a walking workshop, a bicycling workshop, a public open house, and an online interactive map to provide opportunities for residents to provide location-specific feedback. The final Plan included recommendations for a complete pedestrian and bicycle network throughout the Town of Sandwich and an implementation-oriented prioritization plan and policy guidance to help the Town maximize its investment.

PITTSBURGH COMPLETE STREETS GUIDELINES, BIKE PLAN UPDATE, AND PEDESTRIAN SAFETY ACTION PLAN PITTSBURGH, PA

Toole Design is developing the City of Pittsburgh's Complete Streets Guidelines and Bike Plan and supporting the development of the Pedestrian Safety Action Plan. The three documents will be part of a suite of guidelines and plans to guide Pittsburgh's pursuit of streets that more safely and comfortably accommodate all modes of travel. The Guidelines and Bike Plan build on existing work by City staff. Toole Design is revising the Complete Streets guidelines for consistency with national best practices and our pioneering Complete Streets guides in cities such as Boston, MA and Alexandria, VA. Our excellent graphic design team is developing a clear and attractive layout and graphics to convey Complete Street concepts for the City. The Guidelines will include a street typology map and a modal priority map. These are critical components for the City's vision of a multimodal future.

For the Bike Plan, Toole Design has built an interactive map tool to iteratively develop the bike network with City and community input. We are working with the City to quickly develop a draft network to be incorporated into the Complete

Streets modal priority map. We are editing the draft content of the plan to provide insight on the City's draft based on our experience developing hundreds of bicycle plans across the country. Implementing the bike plan will likely be an important part of the City's vision plan.

We are also supporting the development of the Pedestrian Safety Action Plan, which will provide immediately actionable recommendations that can be incorporated into the City's Vision Action Plan. Toole Design is uniquely positioned to ensure that these ongoing plans and the new Vision Plan are fully aligned and complementary.

LOWER RIO GRANDE VALLEY ACTIVE TRANSPORTATION AND TOURISM PLAN BROWNSVILLE, TX

The Active Transportation and Active Tourism plan for the Lower Rio Grande Valley identified opportunities to develop a regional network of bicycle and pedestrian facilities that will draw tourism and accompanying economic development to the region. The **Toole Design** Team engaged with nearly a dozen municipal partners, local tourism leaders, and important destinations in the region to develop a plan that built on existing strengths and support community needs.

Toole Design led the development of the tourism strategy, which leverages the proposed active transportation network and existing facilities, to create a regional, collaborative, tourism promotion program. Toole Design analyzed existing marketing efforts, researched best practices, and created detailed case studies of successful active tourism efforts from across the country and Mexico.

The Active Tourism Plan provides the groundwork for a comprehensive and collaborative strategy using elements of Trail Towns, Bicycle Friendly Businesses, branded routes, and investment in local businesses to cultivate a vibrant active tourism economy. The plan includes an infographic illustrating the demonstrated economic impacts of active tourism in locations across the U.S.

The Lower Rio Grande Valley is a low-income community and some of the highest level of obesity and overweight in the country. The goal of this plan was to create regional network of trails to provide safe and comfortable places to walk and bike and then to leverage that network with an active tourism plan that would attract visitors and tourism spending. Toole Design was able to provide national expertise on promoting walking and biking and to support the development of network recommendations. Toole Design made



The Active Tourism Plan provides the groundwork for a comprehensive and collaborative strategy using elements of Trail Towns, Bicycle Friendly Businesses, branded routes, and investment in local businesses to cultivate a vibrant active tourism economy.

several visits to the Lower Rio Grande Valley with the project team and conducted stakeholder interviews with local tourism professionals. Toole Design then developed case studies of successful active tourism programs and made and refined tourism strategy recommendations.

The plan has been endorsed by 10 communities in the region: Brownsville, Combes, Harlingen, Laguna Vista, Los Fresnos, Los Indios, Port Isabel, Rancho Viejo, San Benito, and South Padre Island. The Plan received a Planning Excellence award from the Texas Recreation and Parks Society in 2017.

BLOOMINGTON MULTIMODAL TRANSPORTATION PLAN BLOOMINGTON, IN

The Bloomington, home to Indiana University, has a burgeoning and vibrant downtown with a small town feel. **Toole Design** led the development of a multimodal transportation plan and recommended transportation projects based network analysis, a context-sensitive street classification, project prioritization, and, most importantly, the community's aspirations.

In-depth community engagement is a cornerstone of this project. Toole Design organized two week-long charrettes to meet with multiple stakeholders one-on-one and solicit feedback on initial recommendations. The first charrette was conducted toward the beginning of the project and resulted in preliminary recommendations, while the second charrette was conducted towards the end of the project. Unlike traditional transportation plans that solicit public engagement after making recommendations, this project included a charrette process that allowed the public to direct the process and also the recommendations.

Toole Design used a modified Bicycle Network Analysis tool to identify areas in the low-stress street network with missing connectivity. We also developed a health index to identify areas that are under-performing in terms of health outcomes. These tools allowed us to identify

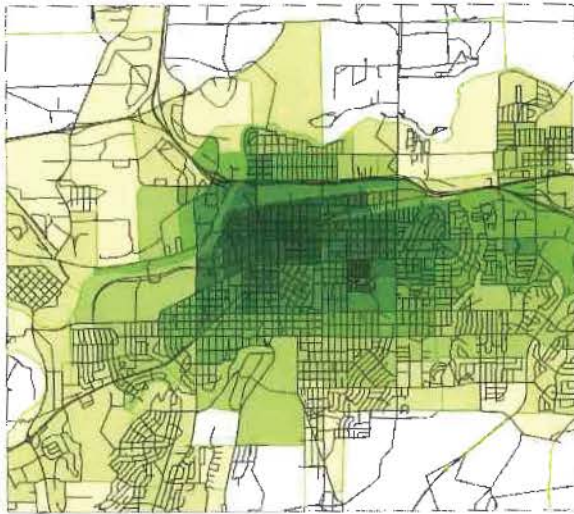
areas in Bloomington that would benefit from improved multimodal connectivity and to support Bloomington's comprehensive plan goal of reducing dependency on automobile.

AQUINNAH WAMPANOAG LONG RANGE TRANSPORTATION PLAN MARTHA'S VINEYARD, MA

As Prime and Project Manager, **VJS-TC** examined the transportation assets and deficiencies of the Wampanoag tribal community on Martha's Vineyard. This included a safety assessment of island-wide public transportation services and documentation of existing deficiencies. VJS-TC developed a phased 20-year transportation management plan for improved roadway, ferry, ride share, parking, public transit, pedestrian, bicycle, and shared-use path services. Organizational efficiencies within government were recommended to ensure the successful implementation of the Plan. 26 island, regional, state, and federal funding resources were identified and targeted to each Plan recommendation. 22 stakeholder surveys with federal, state, island, and tribal agencies and authorities were incorporated into key findings. The active transportation element of the 183-page plan emphasized a Complete Streets network that delineated new community roadways and shared-used trails and pathways for seamless and safe connections to local and regional housing, transit, ferry, parking, government, tourist, recreational, cultural, and employment services and destinations in the study area.



New Complete Streets on tribal lands for enhanced safety and access. Off-road shared-use paths were recommended for coastal Gay Head area.



Smart Mobility developed this map for Walk Accessibility in Casper.

One of the goals of this project is "Encouraging the use of walking and biking as viable modes of transportation." The key to this is improving walk and bike accessibility. These can be measured from model data and included as performance metrics.

CASPER LONG RANGE TRANSPORTATION PLAN CASPER, WY

Smart Mobility updated the Casper MPO regional travel demand model (TransCAD) to new base year and added new non-motorized travel and Dynamic Traffic Assignment (DTA) features. Model validation work involved both traffic counts and travel times from the "Big Data" National Performance Management Research Data Set (NPMRDS). The updated model was used to test future compact and business-as-usual land use scenarios along with different transportation alternatives.

RIDOT ON-CALL TRAFFIC DESIGN PROGRAM, HSIP – CROSSWALK AND SIGNAL IMPROVEMENTS 2020

Green International Affiliates was selected to provide final design consultant services to RIDOT under its On-Call Engineering Services for Traffic Design Task Order Program. This was Green's second and third Task Orders under this

contract. This project included signal retrofits at Providence, Middletown, and Cranston, full signal replacements at the Metacom Avenue at Ocean State Plaza intersection in Warren, and span pole replacement with mast arm at the West Natick Road at Warwick Mall intersection in Warwick.

Additionally, crosswalk and safety improvements were included in Newport at the following locations:

- Memorial Boulevard at Chapel Street – new pedestrian hybrid beacon signal with curb extension
- Memorial Boulevard at Edgar Court – replace existing pedestrian signal with new pedestrian hybrid beacon signal with curb extension
- Memorial Boulevard at Cliff Avenue – new hard-wired powered pedestrian Rapid Rectangular Flashing Beacons (RRFB)
- Memorial Boulevard at Old Beach Road – new solar powered pedestrian RRFB

Both design task orders were under expedited schedules. To meet the advertisement goal, Green suggested to RIDOT to combine the two task orders into a single construction contract to help expedite the process and RIDOT agreed. The construction documents were prepared in just over four months which included performing topographics survey and basemap preparation at most of the project sites. More importantly, Green developed successful designs that avoided all ROW and utility impacts to meet the aggressive schedule for RIDOT. This included proposing a dual mast arm layout to avoid both utility impacts and ROW impacts at Warren; a single 55' mast arm to replace the existing span poles at Warwick; and performing soil borings and utility test pits as early as possible to identify and avoid potential utility conflicts. Green collaborated closely with RIDOT on all design elements in Newport in order to obtain a "No Adverse Effect" determination with the RI Historical Preservation and Heritage Commission which ultimately cleared the project to advertise on-time.

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3-4. WORK PLAN AND PROJECT APPROACH

WORK PLAN AND PROJECT APPROACH

PROJECT UNDERSTANDING

Newport is a small, but dynamic city that garners international attention with its festivals, historic downtown, and picturesque setting. This attention presents both opportunities and challenges. Chief among the challenges is the impact that seasonal tourism has on the transportation system and congestion experienced in many of Newport's neighborhoods. The City's first Transportation Master Plan (TMP) is an opportunity to take a comprehensive look at Newport's transportation network, use best practices and objective analysis to determine how public rights-of-way can be used to more effectively achieve City goals, and develop an implementation strategy that sets a clear and achievable path for future investments.

The methodology outlined in the Newport Transportation Master Plan RFP reflects the goals and objectives of the current Rhode Island Long Range Transportation Plan Transportation 2037 (December 2017) and adheres to Federal transportation planning requirements. The RFP complies with these requirements in its desire to develop an action-oriented plan; utilize metrics to quantify the impacts of future transportation decisions and strategies; undertake an inclusive public participation process involving all categories of users; and identify the interrelationships between transportation and the economy, education, land use, housing, the environment, and environmental justice. Compliance is also achieved through the mandated RFP work tasks which include:

- Assess existing conditions;
- Forecast future traffic trips and growth within transportation corridors;
- Document current and projected future transportation needs and recommends strategies to address them;

- Develop future transportation policies and devise alternative methods for the efficient movement of people and goods; and
- Devise a capital investment and funding strategy

Based on our team's knowledge of Newport and experience developing transportation master plans for other similar-size cities, we understand that the following elements are critical to developing a TMP that truly meets Newport's needs:

CRITICAL ELEMENTS FOR THE NEWPORT TMP

Strong Community Buy-In. Build on the engagement process that informed the RFP and proactively reach out to and engage the entire community to fully understand the diversity of perspectives and needs, particularly those of historically marginalized or underrepresented populations.

Integrated, Thoughtful Modal Planning. Build on significant transportation investments and establish a complete, layered network that serves all modes well and meets the needs of all people by safely connecting them to community destinations and regional transit.

Innovation and Resiliency. Advance the City's goals around resiliency through multimodal networks, innovations in new mobility, ITS, green infrastructure, and Transportation Demand Management strategies.

WORK PLAN

The work plan describes our team's approach to crafting the Newport Transportation Master Plan. We bring extensive national and regional expertise in transportation planning and engineering, and we also understand Newport—where it has been and where it is going. While our work plan addresses all the scope of work services and requirements listed in the RFP, we have taken the liberty to combine and add elements based on our experience and understanding of effective approaches to developing multimodal TMPs. We look forward to discussing our approach with City staff and refining it to ensure our team is providing maximum value to the City and its residents.

TASK 1: PROJECT MANAGEMENT AND QUALITY ASSURANCE/CONTROL

The purpose of Task 1 is to ensure the project is managed effectively and fully coordinated with City staff and departments involved in the TMP. **Kristin Saunders**, our Project Manager will coordinate the overall team, ensuring appropriate resource commitment and adherence to the project schedule. **Nick Jackson** will serve as Principal-in-Charge, playing an active advisory role and overseeing QA/QC.

TASK 1.1: KICKOFF MEETING AND WORK PLAN REFINEMENT

Within two weeks of Notice to Proceed, we will hold a kickoff meeting with City staff to review the draft work plan and schedule, confirm project expectations and priorities, task responsibilities, and establish communication protocols. We will provide an agenda in advance of the kickoff meeting and will complete meeting minutes within one week following the meeting. We will submit a revised final work plan based on changes recommended during the kickoff meeting and any additional direction from the City.

TASK 1.2: COORDINATION CALLS/MEETINGS AND PROGRESS REPORTS

Kristin and the City Project Manager will coordinate on a regular basis to foster close collaboration between Toole Design and the City. We recommend bi-weekly coordination calls throughout the project, which can be held either via telephone or in person when concurrent with other project meetings. For each check-in, we will provide notes documenting the key discussion points, decisions made, and follow-up actions needed. Other Toole Design Team members or City staff will attend these meetings on an as-needed basis. Additionally, we will prepare monthly invoices and progress reports.



The Toole Design Team is intimately familiar with the transportation challenges the City of Newport faces, and we are uniquely suited to tackle them.

TASK 1.3: QUALITY ASSURANCE/ QUALITY CONTROL

As part of our standard Quality Assurance/Quality Control (QAQC) protocol, upon project initiation we will develop a project QAQC plan that identifies deliverables, delivery dates, and the assigned reviewer. The project plan will be updated regularly and available to the City Project Manager upon request. QAQC comments on deliverables are archived so there is a clear and recallable record.

TASK 2: EXISTING CONDITIONS ANALYSIS

The purpose of Task 3 is to review relevant plans and policies, acquire necessary data, and assess the current transportation system.

TASK 2.1: DATA REVIEW, ASSESSMENT, AND COLLECTION

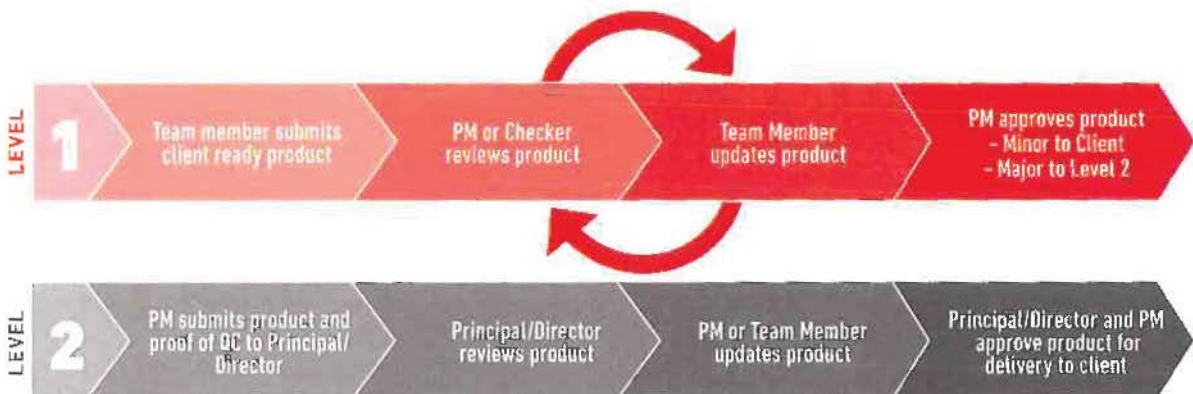
Since this task sets the stage for all the technical work that will be conducted over the course of this contract, it is important to have a robust dataset that can help describe the physical and operational conditions of the existing roadway network across all modes. We are mindful that the City and Division of Statewide Planning can provide substantial data for mapping and existing conditions analysis. To maximize efficiency on this task, we will first assess the quality of available data. Then, we will determine what data gaps exist and if/how they can be filled given project resources. Based on our past experience, we understand the need to be selective

and thoughtful about what data is needed to develop defensible recommendations, versus what data collection may be superfluous to the project. In this task we will give most attention to reviewing:

- GIS layers for all modes
- State and Aquidneck Island traffic demand models
- Emergency response time data
- Parking data
- Traffic volume data
- "Big data" to supplement GIS and traffic volume data including National Performance Management Research Data Set (NPMRDS) for road segment travel times
- Street attributes (e.g., functional classification, ownership, pavement quality)
- Available collision data
- Origin-destination data
- Air quality baseline data
- All the plans and studies referenced in this RFP

TASK 2.2: TECHNICAL ANALYSIS

We propose to establish clear expectations derived from the community's priorities established prior to the issuance of the RFP. Metrics used to describe physical and operational conditions should directly connect to what the community wants to protect, avoid, and create. The end product for this task will be a visually-enhanced report that explains in plain language and graphics how the existing network performs relative to expectations for each mode and how future investments will help better meet



Toole Design's QA/QC Program Flow Chart

those expectations. Outcomes from this task will be further analyzed and refined in Task 4 when performance measures are defined and concepts are tested. Some additional details about specific analysis components are provided below.

Travel Demand

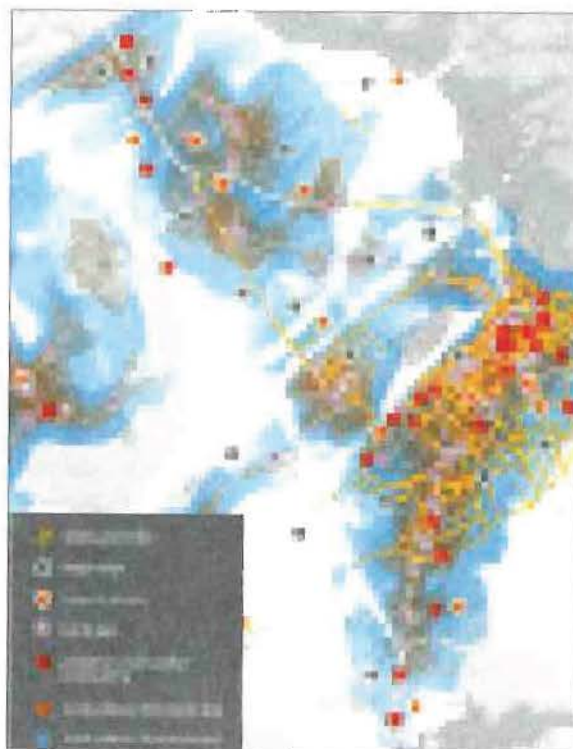
The Toole Design Team will apply both Rhode Island Statewide Model (RISM) and the Aquidneck Island model to estimate base year and future travel demand. The RISM is a macro model that will be used primarily to estimate the change in external traffic, including through traffic and also external traffic beginning and ending in the City. The RISM will also be employed if any major changes are planned that might change regional traffic patterns. The Aquidneck Island model is a detailed microsimulation model that will be used to evaluate major intersections, corridors, and network connectivity.

Big Data Analysis

Toole Design is very familiar with Big Data analysis. We have specific experience using StreetLight data for multimodal analysis, and we understand how to use it to assess the movement of people. The Toole Design Team will calibrate this data against recent, existing count data and use it to assess real behaviors such as trip origins/destinations, cut-through vs. local traffic, temporal peaks, and more. Use of Big Data may be particularly helpful in understanding seasonal traffic pattern variations. Toole Design will work with the City to identify the appropriate analysis zones within city limits to ensure the most relevant data is obtained. The data will be used to help identify short trips between nearby zones as well as overall travel patterns within and outside of the city.

Congestion

Traffic congestion in the City is much more severe during peak time periods than in off-peak periods. Off-season recurring congestion should be minimized, but it is unrealistic to eliminate peak season traffic congestion. If attempted, there is the risk that "the cure would be worse than the



Toole Design created graphically rich existing conditions maps for the Portsmouth Bicycle and Pedestrian Plan.

disease" as it would require unnecessary widening of streets that would destroy the character of the City. Tradeoffs are always a consideration in traffic engineering. A typical standard is to design to the 30th highest traffic hour of the year. This is the standard being applied in RIDOT's Pell Bridge project. However, other communities with strong seasonal traffic have chosen to weight community character as more important and design to the 100th highest hour or even to 200th highest hour. Whatever standard is established City-wide, attention is needed to managing the inevitable traffic queuing that will occur during peak conditions. Our modeling-based traffic analysis approach will look for connectivity and circulation changes that can shift queues from certain problematic streets segments to less problematic street segments. We can also look for opportunities to use the network to meter traffic into more congested areas, which results in localized congestion but alleviates conditions in

areas where there may be more vulnerable users (people walking and biking).

Safety

In evaluating the existing system, the degree to which it provides a safe travel environment for all modes used by Newport residents and visitors should be a foremost consideration. We will obtain the latest available three-year crash data through RIDOT and/or the City of Newport. We will focus on the City's major and minor arterials as well as collector roads within city limits. This will entail reviewing data for approximately 25 streets and data will be compiled to identify potential high crash locations warranting further study as well as crashes involving pedestrians and bicyclists and other micromobility modes. The compilation of data will summarize frequency, severity and other key characteristics. We expect to be able to geolocate the crashes from the crash data records to help identify specific corridors or locations requiring further attention. Mapping of the crash characteristics will identify common characteristics of locations where crashes are occurring and a suite of potential systemic improvements to be made to the City's transportation network.

The public outreach process may also provide the safety team with other areas of safety risks and concerns to take into consideration. As a result of the data analysis along these major City streets, it is anticipated that intersection and corridor locations will be identified for further review and project development as part of the cost estimating task.

Given Toole Design's expertise in Vision Zero and safe systems analysis, the team will go beyond fatal/serious crash locations and attempt to analyze crash types, contributing factors (to the extent available in data), and also the geographic locations to identify any inequities that possibly exist with regards to how crashes are distributed and how improvements may be prioritized in an equitable manner across the city.

Accessibility

We will review the accessibility of transportation infrastructure such as accessible parking spaces, bus stops, sidewalks, and curb ramps with a particular focus on the planned mixed use and commercial areas. In our stakeholder outreach and web-mapping efforts, we will gain insights as to what type of accessibility issues most often create mobility barriers for Newport residents and



Toole Design developed this bicycle and pedestrian crash map for the Providence Great Streets project.

visitors. Our GIS database will include identified accessibility gaps; but a comprehensive city-wide inventory would be cost prohibitive.

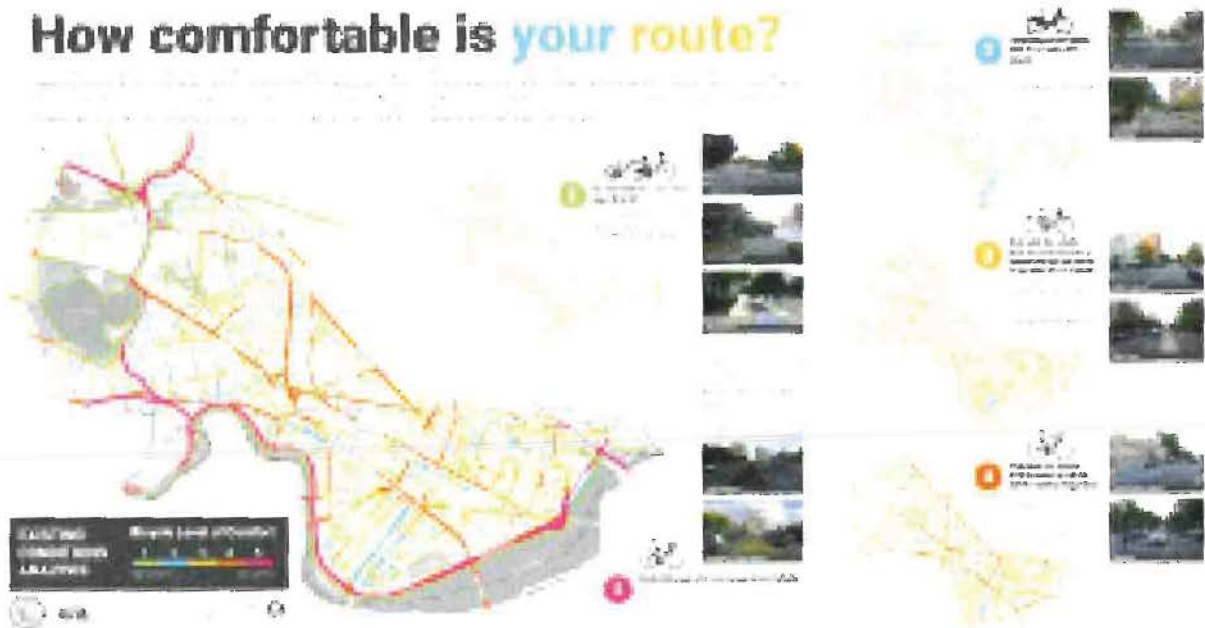
Parking

Toole Design will review the existing supply of on- and off-street City parking and assess utilization and demand. The Toole Design Team will meet with City personnel responsible for parking and enforcement and request data that identifies all City-owned parking locations and facilities, and informs on utilization such as average occupancy by day and peak occupancy periods. If warranted, the Toole Design Team will supplement the existing data with time-of-day observations (up to 16 hours) to fill any information gaps and to ensure supply and demand patterns are understood. Our team will also request from City parking personnel current parking management policies, plans, and practices and compare these with the parking strategies of similar-sized, tourism-based cities in the country. Lastly, our team will review the programs and practices of up to five municipalities with parking

characteristics, issues, and needs similar to the City of Newport. We will search literature from reliable transportation research sites to identify study candidates including but not limited to Smart Growth America, ACCESS Magazine (University of California transportation and economic competitiveness research), the Transportation Research Board (TRB), the Urban Land Institute (ULI), the American Association of State Highway and Transportation Officials (AASHTO), and the American Planning Association (APA), with the aim to highlight municipal parking innovations including examples of market-based or demand-based parking pricing and location methods, ITS, parking code revisions and limitations, and strategic parking management plans. Findings will be summarized in a "Parking Study" section of the Existing Conditions Report.

Bicycle Network Connectivity and Comfort

Toole Design will conduct a Bicycle Network Analysis of Newport based on Bicycle Level of Traffic Stress (LTS) and network proximity to attractors like



Toole Design conveys complex analysis with simple, public-friendly graphics like this Level of Traffic Stress poster for the Cambridge, MA Bike Plan.

schools, parks, trails, etc. The analysis will highlight areas with good and poor bicycle connectivity, which will allow the project team to identify opportunities to connect to important destinations via low-stress family-friendly bicycle routes.

Connectivity Barriers

We will conduct a barrier analysis to highlight the physical—natural and man-made—barriers to connectivity within Newport. This analysis will evaluate connectivity between modes as well as connectivity between key destinations in the city.

Resiliency

Newport's public rights-of-way have an important role to play in supporting the city's resiliency objectives. We take a broad look at resiliency, which can mean both the mitigation of the impacts of climate change and weather-related emergencies, as well as the ability to adapt and recover more quickly. For Newport, these objectives will be considered both in the development of a robust multimodal networks that provide redundancy and options, and for mitigating the impact of climate change through design interventions such as green infrastructure. Our team will inform the resiliency analysis by utilizing the Aquidneck Island model to identify vulnerable links in the network to test the impacts on emergency response and multimodal mobility in the event of street closures that may result from a natural disaster. In addition to facilitating multimodal travel and providing more travel options, Newport's streets may incorporate green infrastructure that provides environmental services and improves livability such as low impact development stormwater management features and trees. Our team will review available information on the street right-of-way to understand where there may be green infrastructure opportunities along the City's street corridors.



Toole Design created this map for the Plan East Boston multimodal transportation network overlaid with a flooding scenario with 36" of sea-level rise (predicted for 2070) and a 100-year storm at high tide.

Transit Operation

We will evaluate existing transit service, route, stop, and ridership data to identify connectivity barriers and opportunities for improvement. We will compare transit service data to short-trip opportunity areas identified through our Big Data analysis, allowing us to highlight gaps.

Freight

Our team will review designated freight through routes and local freight access. It will also be important to try to engage the freight community through stakeholder interviews or other methods to understand barriers and how the freight network is or isn't being used. This sort of information can inform a healthy dialogue around whether there are streets that need to be enhanced to safely accommodate freight among other modes or conversely, where the network should be modified to discourage truck use.

Travel Demand Management

We will explore existing and potential efforts to better manage travel demand. Because there is such a large seasonal variation in travel demand, travel patterns, and motor vehicle mix in Newport, travel demand management (TDM) can be a cost-effective way to address traffic concerns that vary from season to season. TDM measures are intended to reduce the number of trips made by single-occupancy vehicles and may include incentives, real-time traffic information (ITS), pricing strategies (variable tolling and parking pricing), marketing campaigns, and improved connectivity between modes. Our team will also assess the resources and information aimed at visitors and recommend areas where additional information or incentives could be implemented to further reduce vehicle congestion.

Mobile Source Emissions Assessment

The RISM and Aquidneck Island model will be used to provide both a baseline estimate of mobile source emissions within the City limits. Full emissions modeling is cost-prohibitive, so vehicle miles traveled (VMT) will be used as proxy. This will allow comparisons to other scenarios that are developed for enhancing street connectivity and circulation, including converting selected one-way streets to two-way operation. Percent differences in estimated emissions will be reported as a performance metric.

Emergency Response

Our team's approach to considering the emergency response issues and future scenarios will be highly related to the resiliency analysis, and make use of the travel demand modeling. In our stakeholder outreach, we will seek information from public safety officials about the challenges that they currently face in rapid emergency response. As the planning process considers and evaluates future traffic circulation changes, the impacts to emergency response distance and time from converting one-way to two-way streets can be

analyzed. We will code the locations of the three fire stations in the Aquidneck Island model, which will allow the team to calculate weighted average response times to households and workplaces for future scenarios. We will similarly calculate weighted travel times to Newport Hospital across the different scenarios.

Signage and Transportation Barriers/Hazards

The RFP mentions geo-locating and streamlining signage and transportation barriers/hazards as a plan element. Our team has the technological and staffing capacity to complete a citywide inventory of road regulatory, advisory, and guide signage and barriers/hazards, or a more focused inventory. For identifying barriers/hazards we propose using the web map described in Task 3.3 to crowdsource data on hazards and barriers. Crowdsourced data will be supplemented by our connectivity barriers analysis described above, as well as other public input received.

Depending on the level of resources the City would like to allocate to this task, we propose focusing a field inventory along arterial and collector streets and using a combination of GIS apps and staff assessment to inventory the road signs including guide, warning and regulatory traffic related signs. We propose focusing our field inventory along the city arterials and collectors and using a combination of GIS apps and staff assessment to inventory the road signs including guide, warning and regulatory traffic related signs. We welcome a discussion with City staff to better understand the priorities for this inventory and desired level of effort. Sign data will be compiled with information including sign location, direction, sign type, legend, MUTCD designation, compliance with the MUTCD noted and general condition. We will set up a database that is compatible with the City's asset management system. An overall conclusion of current sign system will be provided with general future direction for changes as determined appropriate.

TASK 3: PUBLIC/STAKEHOLDER OUTREACH AND ENGAGEMENT

Effective stakeholder and public engagement is the cornerstone of Toole Design's planning and design approach. Toole Design understands the important role that inclusive and equitable outreach and engagement has in not only creating a better product, but achieving the buy-in necessary for its adoption and implementation. Given Newport's constrained transportation system and the community's desire for more transportation choices, there will be a need for robust community dialog and education around the available strategies and options. We applaud the City of Newport for the proactive public engagement process it used to inform the RFP. The input received to date sets a strong foundation for initiating the TMP with a solid understanding of community concerns and priorities. Below we describe the methods and strategies we propose for continuing community dialog, engaging the Ambassadors that have been identified, and ensuring an inclusive process even if COVID-19 restrictions continue.

TASK 3.1: STAKEHOLDER ENGAGEMENT AND PUBLIC INVOLVEMENT PLAN

We understand that public and stakeholder engagement is a critical part of every planning project, especially for one as foundational as a TMP. In our experience, a holistic, layered approach where consultant and City staff work together is particularly effective for meaningful community conversations. Toole Design's approach would be to coordinate with the City of Newport staff in order to build upon the City's initial three phases of public engagement conducted in Fall 2019. We will augment this input by focusing on gathering input at three key phases critical to developing a TMP with broad buy-in:

- Phase 1: Identify transportation needs and additional insight on the existing conditions analysis
- Phase 2: Project recommendations and priorities
- Phase 3: Draft Transportation Master Plan

COVID-19 IMPACTS

The realities of living through the global COVID-19 pandemic are bringing new challenges every day. At Toole Design, our first priority is protecting the health and well-being of our staff and their families as well as our teaming partners, clients, and the communities that we serve. We are grateful to have both the technology and know-how required to continue our work, even in a time of social distancing. We have access to state-of-the-art technology and equipment that allows our staff to work remotely with no disruption to our clients and our projects, and we are continuing to refine solutions to everything from IT strategies to remote public engagement.

Toole Design recognizes the need to be adaptable and creative when it comes to stakeholder and community engagement. We have been a leader in digital engagement for years, and we are prepared to put those skills to work on the Newport Transportation Master Plan for as long as social distancing remains necessary.

On past, similar projects, our team has used a wide array of remote engagement strategies to reach a broad cross-section of the community, including:

- Interactive web maps and custom websites
- Online open houses and town halls
- Online surveys
- Virtual walk and road safety audits using Zoom's mobile app or GPS-enabled video cameras
- Social media strategies
- Interactive and collaborative virtual charrette tools
- Direct outreach by telephone to representatives of historically marginalized groups (e.g., older adults, people of color, people with disabilities, low-income participants, non-English speaking households)

Our outreach strategies are multifaceted and tailored to resonate with different generations, ethnicities, and socioeconomic groups to encourage involvement and interaction with all members of the public. We make a point of walking the streets and plugging into existing community organizations, using digital outreach platforms, and organizing demonstration projects. Recognizing the importance of inclusion in this planning process and that Newport consists of a 10% Latinx population, our strategy will include a Spanish-language translator for materials as well as an interpreter for live discussions. Other language translation and interpretation needs as identified by City staff can be negotiated as needed.

Toole Design will look to the City for guidance for engaging organizational partners who specialize in serving lower-income and marginalized individuals, families, youth, and seniors—such as the Dr. Martin Luther King Jr. Community Center. Our proactive and inclusive methods help us to reach communities that may not otherwise participate in planning processes, develop a greater consensus on project goals and recommendations, and build momentum toward implementation. While the details of the engagement approach may be developed with significant input from staff and key stakeholders, we propose the following tools and activities.

TASK 3.2: PROJECT WEBSITE

As a means for broader engagement and to promote transparency, Toole Design will develop a website that hosts interactive tools and serves as a repository for information that can be referenced through the duration of the project. The website could take the form of a Story Map, which offers a more interactive and visually captivating user experience. As an initial step, we would meet with staff to clarify website goals, functionality, content, specifications, and design. Our typical approach is creating standalone websites as often this approach more easily allows for a clean and modern design optimized for accessibility and mobile devices. The website will be promoted through various networks, including TMP ambassadors, community partners, and social media. There will be four main features of the website:

FAQ Page

The frequently asked questions page will provide answers about the TMP to address common questions and offer an intermediate level of detail about the project. The FAQ page will act as a primary landing location for those seeking answers before contacting the City directly.

Project Data Repository

The repository will log all public project announcements and materials as a record of the project's progression. The repository will also act

STAKEHOLDER ENGAGEMENT AND PUBLIC INVOLVEMENT PLAN (SEPIP) KEY COMPONENTS

- **A purpose statement** that defines the scope of effort and areas in which the community will weigh in.
- **Clear goals and objectives** to focus and evaluate communication and engagement.
- **Identification of audiences** with their respective interests and applicable engagement methods.
- **Inclusive and equitable methods** to ensure underrepresented populations have a hand in shaping Newport's transportation future.
- **Project messages** to ensure communications are consistent, aiding clarity and trust.
- **Communication and involvement methods and tools**, which will be used through the course of the project, including a clear understanding of responsibility for each component.
- **Schedule of public involvement activities**, tied to project phases and milestones.
- **Evaluation methods** for use at milestones to make strategic adjustments and report to the public and decision-makers.

as a resource for people looking for more detailed information on the TMP.

TASK 3.3: INTERACTIVE WEB MAP

Interactive web mapping will allow the public to provide detailed input for the TMP and supplement the information received from the City's public engagement conducted in Fall 2019 and the existing conditions analysis. The public will be able to:

- Identify location-specific needs and concerns related to accessibility, barriers, and safety issues, among other concerns.
- View and comment on proposed changes to the network, as well as suggest additional changes.
- Complete other surveys or activities as deemed necessary during the process.

The information collected from the interactive web map will also supplement the inventory of barriers and hazards informing the existing conditions analysis (Task 2.2). The webmap will be provided in both English and Spanish. We have also found that web maps are a useful collaboration tool that facilitates dialog with staff, allowing them to comment on network recommendations in a dynamic interface.

TASK 3.4: PUBLIC WORKSHOPS

Toole Design will work with the City to solicit neighborhood-scale input for phase 1 (existing conditions) and phase 2 (review recommendations). If the effects of COVID-19 are still in play, the workshops will be run in-person or virtually. In-person meetings will strictly adhere to state and national COVID-19 guidance. Virtual meetings will carry Toole Design's best strategies for online meetings that we have developed through experience over the past several months.

With the City, we will determine logical neighborhood groupings for charrette-style workshops based on logical termini of the draft network projects and unique or differing needs from neighborhood to neighborhood. In total, our team will set up, coordinate, and run up to four neighborhood-based workshops (two workshops each for phase 1 and phase 2). We will also



Toole Design recently designed a fully customized online engagement tool for the City of Beverly Hills that included the ability to comment on a map as well as take a self-guided walk audit.

work with the City to identify two or more local community organizations to partner and conduct workshops with through a "meeting them where they are" approach.

Through these meetings, our team will fuse our technical expertise with the local expertise of the community. Our goals will be to:

1. Learn what transportation needs and barriers exist.
2. Collect feedback and suggestions for projects to include for recommendations in the TMP.
3. Provide an overview of recommendations in-progress and collect feedback and suggestions for any modifications.

4. Focus on neighborhood-scale details to ensure a wide range of Newport community members are heard and that the TMP provides useful information to inform future designs of the various components of the network.

Our team will achieve these goals through a series of interactive activities completed at each meeting. We will work with the City to establish a standard format and activities for the workshops that will be repeated in each community, understanding that activities and materials needed for a successful workshop may differ slightly from neighborhood to neighborhood. Our team will prepare all materials for the workshops and work with the City and community partners to coordinate time and location logistics, as well as promote each meeting using the channels proposed in the SEPIP.

Public workshop notes and images will be shared with the City at the completion of all workshops and posted on the website.

Pop-Up Events

As an alternative to some of the public workshops, we recommend holding pop-up events at popular and well-attended Newport events to gather feedback on phase 1 (existing conditions) and phase 2 (review recommendations). Of course, this strategy is contingent on COVID restrictions and events taking place. By leveraging existing events or popular destinations, we can reach a wide swath of the community, especially those who might not want to or be able to participate in online or traditional forms of engagement. This drop-in format will allow for a large number of people to share their input at their convenience. At the event or location, Toole Design and City staff can setup a booth with meeting boards, handouts, and interactive survey exercises for passersby. For example, the City may want to hold another pop-up event during the Broadway Street Fair, as it had done to collect initial feedback for the TMP. Other potential events include the Newport Winter Festival, Newport Oyster & Chowder Festival, and Newport Jazz Festival.

LESSONS LEARNED FROM VIRTUAL MEETINGS

Toole Design has spent the past several months moving in-person committee and public meetings online, and we will apply the lessons we've learned to our work in Newport for virtual meetings. Some of the strategies that will help us make the most of remote meetings include the following:

- Sending meeting materials in advance.
- Hosting online small group breakout sessions during large committee meetings to promote a richer discussion amongst fewer people.
- Integrating an online interactive polling tool.
- Inviting people to submit comments in many ways so that people of varying levels of technical ability will be able to participate (e.g., in addition to providing feedback online, include a phone hotline for people to call and provide feedback/ask questions).
- Planning ahead for reaching hard-to-reach groups, recording and playing a video of a sign language interpreter, and verbally stating the key points on each slide in a presentation so that participants with vision disabilities can meaningfully engage.

TASK 3.5: STAKEHOLDER INTERVIEWS

Critical to the successful implementation of a transportation master plan are outreach to key stakeholders – particularly targeted and personalized outreach to the people who may be difficult to reach using other broader methods. Toole Design will work with the City to identify groups of key stakeholders, including constituents, business owners and other influencers and conduct up to 20 interviews. For example, these interviews may help establish business parking needs for loading, accessibility needs for elderly or disabled populations, or tourism needs for the tourism industry.

In this task, the our team will:

1. Organize a Meeting with City Staff:

The meeting will be with City officials responsible for parking, engineering, public works, public safety, planning, community and economic development, zoning, tourism, parks, recreation, and schools. Depending on COVID restrictions, the session will be spatially distanced or virtual. The objective will be to obtain staff opinions and perspectives on:

- The current and future transportation deficiencies and needs of the City;
- The current and future transportation strengths and opportunities for the City; and
- Recommendations for achieving a successful transportation future.

Another important objective will be to ensure the final Transportation Plan incorporates City staff

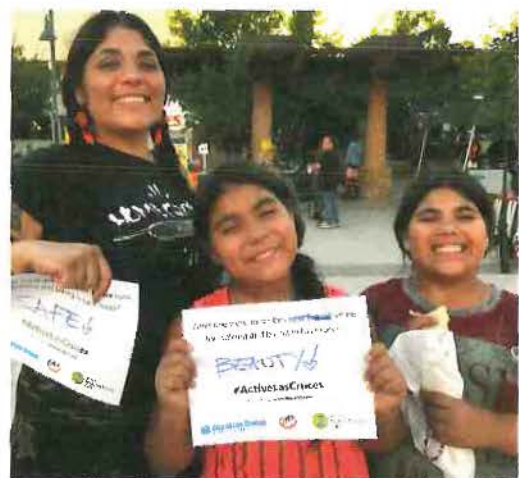
perspectives. This will encourage their ownership and desire to assist in its implementation. This is also true for Stakeholders.

The staff will also be asked to identify Stakeholders that should be interviewed and the questions that should be asked of them.

2. Interview Stakeholders: After Client approval of the survey questions and the list of twenty (20) Stakeholders representing transportation service providers and business, government, non-profit, and advocacy interests, Toole Design will arrange one-on-one spatially distant or virtual interviews. The survey instrument will be provided to the Stakeholder in advance and its questions will be asked at the meeting. A City and State transportation map will be provided to facilitate information exchange and understanding of

FOSTERING EMPATHY THROUGH COMMUNITY DIALOGUE

We believe that community engagement should bring people together and not create or harden divisions in a community. Holding space for community members of different backgrounds and lived-experiences to share their stories, to engage in on-going dialogue, and to learn from one-another creates opportunity for empathy to flourish. Through this empathy-focused engagement approach, communities can come together towards common goals and shared interests. We find that empathy can be cultivated by using a variety of storytelling and engagement formats that leverage the capabilities of online, virtual platforms while focusing on the individual and human aspect of transportation. Especially given the significant changes in the ways and abilities that we have to connect, it is critical that community members are presented opportunities in a variety of accessible formats to connect virtually, and if safe to do so, in-person throughout the life of this project.



the issues. Within one week after the interview, Toole Design will prepare a draft of the survey responses and send them to the respondent for review. Any changes or modifications to the responses will be encouraged at that time. The changes will be incorporated into the final Stakeholder survey. It will be returned to the respondent for approval in writing.

- 3. Prepare Technical Memorandum – Newport City Staff and Stakeholder Meetings:** Upon completion of the City staff session and all of the Stakeholder interviews, Toole Design will produce a technical memorandum synthesizing the comments, information, and recommendations received, with analysis and findings. The memorandum will include a:
- **Summary Matrix** listing the priority needs and issues identified by the respondents; the reasons for their transportation concerns; and the recommendations and opportunities expressed by each.
 - **Technical Appendix** with a summary of the City staff session and a copy of each completed Stakeholder survey.

TASK 3.6: TMP AMBASSADORS

Toole Design will leverage the interest of the 118 survey respondents who signed up to support the development of the TMP to the greatest extent feasible. We propose first convening an Ambassadors Committee (AC) to act as a sounding board for project deliverables and messages intended for the broader public. We would want to be sure that members of the AC are representative of the entire Newport community, fill in any missing gaps, and confirm their commitments.

Online engagement can help broaden and diversify the audience who participates in the plan process. TMP ambassadors will be asked to reach their broader networks through social media such as Facebook, Twitter, and Instagram. People are familiar and already engaged with these platforms, which can be used to increase engagement for this project. Toole Design will prepare text for tweets and posts, as well as shareable graphics, and then encourage TMP ambassadors

to disseminate project information through their personal networks. We will also encourage them to record some of their personal stories related to getting around Newport and featuring them on the project website and in social media posts.

Toole Design will engage with the TMP ambassadors during each phase of the TMP development process and encourage them to share and disseminate information to their networks.

TASK 4: NETWORK AND POLICY RECOMMENDATIONS

After deriving key issues and needs from the existing conditions analysis and stakeholder engagement we will development modal networks using a "layered network" approach. Layered networks recognize that, while all travel types should be accommodated within a community, no single street can accommodate all users at all times. This is especially applicable to Newport's historic pattern of space-constrained streets. Layered networks recognize streets as systems, with each street providing a high-quality experience for its intended user. As such, layered networks must be informed by land use, constraints, and intended level of service.

TASK 4.1: DEVELOP MULTIMODAL GOALS AND PERFORMANCE MEASURES

Our team will take the approach that we need to measure what we value. While conventional transportation planning has focused on vehicle metrics, we need a much broader set of measures to help inform the choices that Newport will have as it plans its transportation network for the coming decades. The team will work closely with the City and stakeholders to ensure that circulation, design and policy alternatives will be evaluated in a way that reflects the community's priorities. The Aquidneck Island model will provide vehicle-based data, but with our team's insights into model enhancements, it can also be used to inform important issues such as environmental health, pollutant exposure, equity, resiliency and public safety (i.e. emergency response). Our team's expertise on how walking and bicycling environments are critical to both real and perceived safety will inform the network analysis with safety and level of traffic stress as key

outputs. Evaluation measures can include a number of priorities revealed by the public input and stakeholders, including VMT, emissions, equity, emergency response between key locations, accessibility by mode maps, mode share, V/C ratio, and more.

TASK 4.2: SCENARIO DEVELOPMENT AND ANALYSIS

Among the important elements of the plan will be the consideration of traffic circulation changes that might help meet overall goals of sustainability, equity, efficiency and resiliency. While the initial stakeholder interviews and webmapping will reveal the barriers and issues, the team will work with the Division of Statewide Planning and City to identify a variety of scenarios that can be tested in the RISM or Aquidneck Island model. These may include the following:

- Converting one-way streets to two-way operations
- Variable toll pricing for peak hours
- Parking pricing strategies
- Street connectivity enhancements (incorporate connectivity recommendations from the North End Urban Plan)

This analysis will use the RISM in coordination with the RI DOA, and/or Aquidneck Island model to analyze the effects of changes to the street network, including potential new connections resulting from the North End Urban Plan, and conversions of one-way streets to two-way operations. Using the metrics and indicators in the above tasks, the project team will work with the Division of Statewide Planning, City, and appropriate stakeholders to evaluate different combinations of alternatives, and identify a preferred scenario for future traffic circulation. We anticipate developing two alternative scenarios for comparison to the no build option, plus a preferred alternative scenario that may be a hybrid of the alternatives.

TASK 4.3: PROJECT DEVELOPMENT AND FUTURE CONDITIONS MAP

The Toole Design Team will work closely with the City to develop a set of projects that is clearly linked to the existing conditions, and responsive to where there are gaps or opportunities in the network. We expect that this will be done in a phased approach. First, a long list of projects will be generated from existing City and State plans, the technical analysis,

and community input. Projects will align with one or more performance measure categories, e.g., safety, connectivity, resiliency, accessibility, etc. This "long list" will allow the Toole team and the City to consider if multiple needs can be addressed more holistically, and if a network approach will address specific issues. The long list will be refined into a more concise set of projects, which will be displayed on a future conditions map and described using brief narratives. Each project could be featured in the Story Map for public/stakeholder review and input.

TASK 4.4: POLICY AND PROGRAM RECOMMENDATIONS

To maximize the efficiency of Newport's constrained street network a lot can be gained through getting people to travel more efficiently (TDM), making the system operate more efficiently (ITS), and better leveraging the robust array of existing and emerging modes (new mobility). Our team will develop policy and program recommendations that build on what the City is already doing and introduce new concepts the City should consider implementing to get the most out of its transportation investments.

Transportation Demand Management

Building on TDM strategies the City is already employing (as identified in Task 2), we will identify target markets and trip types that can be influenced by TDM and recommend policies and programs to encourage residents and visitors to reduce driving trips. This may include pricing strategies (peak hour tolling or parking pricing), as well as designing the network to make walking, biking and transit an easier way to get around.

Mobility Hubs

Mobility hubs are a strategy being embraced by cities large and small. Mobility hubs are where transportation connections, travel information, and community amenities are aggregated into a comfortable, seamless, understandable, and on-demand travel experience. Mobility hubs may also support electrification of each mobility mode, reducing the carbon footprint of transportation. The Newport Visitor Center currently hosts some Mobility hub functions which we will study as a

potential model for establishing additional mobility hubs throughout the city. For example, mobility hubs established along a north-south spine could serve the North End, downtown, and the Salve Regina University and create a legible system of mobility services for residents and visitors alike.

Parking Management

Building on the findings of the parking element under Task 2, our team will develop strategies to enhance overall parking management. We will prepare a Parking Management Plan with strategies for creating a managed, integrated and financially sustainable City parking program. Such strategies include:

- Market based or demand based parking pricing and location methods;
- Parking Code revisions; and
- Proposed changes to relevant City zoning, land use, and parking provisions and regulations.

Intelligent Transportation Systems

Intelligent Transportation Systems In regard to real-time parking management we will recommend ITS strategies to manage parking demand and advise system users of availability and location of parking supply on-street and in the City managed off street facilities. Based on findings in Task 2.2, we will help the City understand the full range of ITS applications that may include traffic monitoring and surveillance, traffic signal coordination,

and Road Weather Information Systems, Depending on the City's interest and how it ultimately wants to allocate project resources, our team can lay out a preliminary plan for implementation of ITS.

New Mobility and Curbside Management

The technology-driven transportation revolution makes it clear that for cities to capitalize on rapidly emerging opportunities, they need to be flexible and nimble; this is particularly challenging given the rigid infrastructure that hallmarks the previous generation of mobility investments. Toole Design has been a pioneer in the field of technology-driven, shared mobility planning and design since we began working in bikeshare. Today, we routinely advise our clients on curbside management and integration of a wide range of shared mobility. We will provide policy guidance encouraging and managing new mobility services, as well as for managing curb space to maximize its value and support mobility objectives.

TASK 4.5: DESIGN GUIDANCE AND STREET TYPOLOGY

Clear and compelling street design guidance helps not only to articulate a vision for how streets should function but also to provide parameters for consistent implementation of high-quality infrastructure and placemaking. Using land use and transportation function as a framework, we will develop a context-focused typology of Newport-specific street types. These

new street types will be informed by Task 4.1, by our experience designing streets to serve mobility, access, environment, and placemaking, and by our deep experience developing forward-thinking street typologies in cities nationwide, including Providence, Boston, Seattle, Denver, and Alexandria.

As in our recent Great Streets Guide for Providence, visually compelling street-type graphics will be used to communicate context, priorities, and how various elements fit within the right-of-way. Design guidance for specific elements such as intersections, sidewalks, and bikeways



Toole Design is at the forefront of shared street design and emerging technologies. Our team created this mobilityHUB concept illustrating new transportation technology for the City of Boston.

will be linked to street types and presented in a more detailed graphical format, focusing on the features most critical for safe, comfortable and functional streets.

Our approach assumes development of up to 6 graphically presented street-types and up to 12 graphically presented design treatments.

TASK 5: STRATEGIC IMPLEMENTATION PLAN

A strategic implementation plan will be developed and grounded in the TMP priorities and objective analysis. Using a robust prioritization process, it will identify projects that have the potential to maximize return on investment and are eligible for State Planning Council and other funding sources.

TASK 5.1: PROJECT PRIORITIZATION MATRIX AND IMPLEMENTATION SEQUENCE

Our team will work closely with City and State staff to establish a draft prioritization matrix that includes criteria that are closely tied back to the priorities of the public and stakeholders. This may include resiliency, safety, equity, proximity to destinations, connectivity, etc. Each project will be scored based on how effective it is anticipated to address the stated priorities of the TMP. The project prioritization matrix will be operationalized in a Microsoft Excel spreadsheet and applied to the network using GIS. All files will be provided to the City for future use. Once projects are finalized, we will run the prioritization analysis to develop a draft prioritized list of projects. Project implementation sequence will be determined by prioritization results, cost estimates, funding, and potentially other factors such as the City's repaving schedule, the capital improvement program, and other opportunities.

TASK 5.2: LIFECYCLE COST ESTIMATES (Add alternative)

Green International will lead planning-level cost estimates for identified projects using locally available data. Order-of-magnitude cost estimates will be based on average unit costs that have been experienced in the region based on our team's experience with RIDOT and several RI and MA municipalities. From our extensive Complete Streets planning and design work,



Toole Design developed a cohesive set of street types and design concepts for Providence's Great Streets Implementation Guide focused on its core principles of safe, clean, healthy, inclusive, vibrant, and multimodal design.

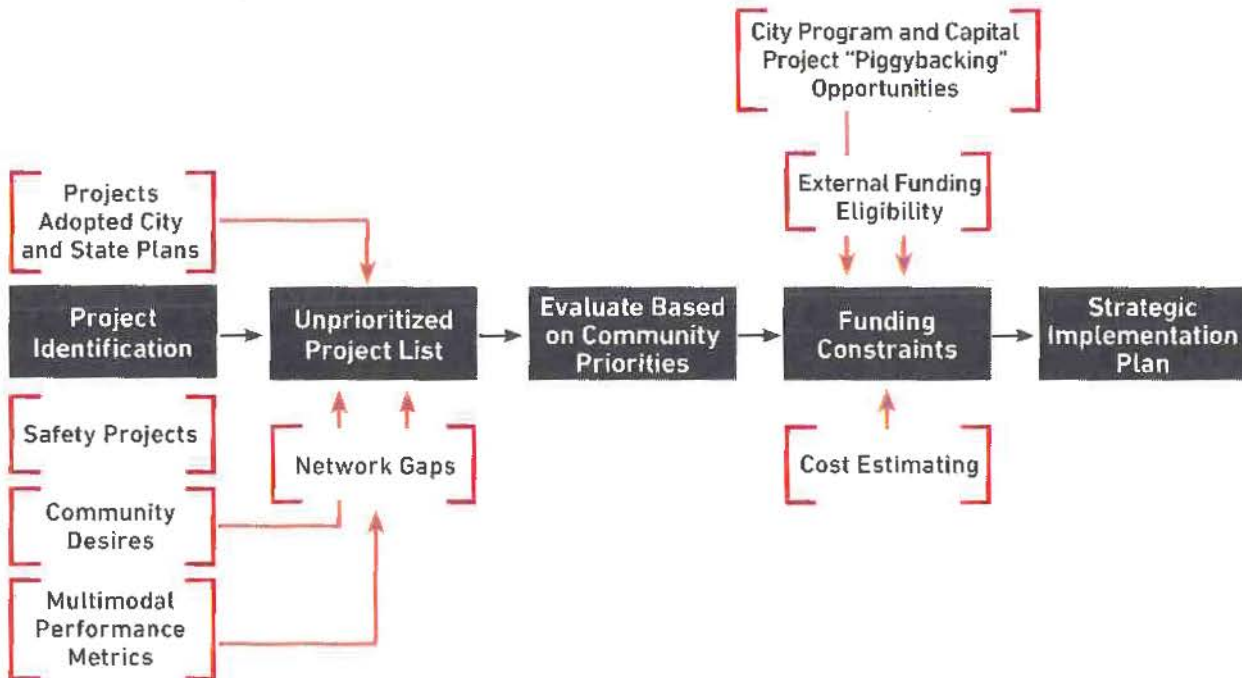
we have developed resources including typical unit costs for materials and installation for many types of projects that would be envisioned as part of the Newport Transportation Plan (i.e. RRFBs, bike parking facilities, sidewalk construction, ADA compliant ramps, bus shelters, etc.) and will be appropriate for system-level budget planning, not project-level construction budgeting. For budgeting purposes, we have assumed that the top 30 projects that could be part of the Transportation Plan will have concept-level design and costs developed. In developing the estimated budget for this task, we have also assumed various types of projects that may make up the top 30 in the Plan as some projects (RRFBs, traffic calming elements) will need minimal design and engineering while others (new sidewalk, curb extensions, traffic signal upgrades) may require more extensive work. We are flexible in this number of projects and the budget can be adjusted accordingly.

TASK 5.3: FUNDING STRATEGY

The Toole Design Team is knowledgeable of and has assisted multiple clients with federal and state funding resources that may support elements of the Newport Transportation Master Plan once adopted. Factors that will determine the City's ability to access the funds are the type of programs or projects requiring funding, the availability of funds, and eligibility requirements. Other determining factors include delays in the

STRATEGIC IMPLEMENTATION PLAN DEVELOPMENT PROCESS

The following flow chart shows how the steps of the Toole Design Team’s approach lead to the Strategic Implementation Plan, the City of Newport’s roadmap for a equitable and resilient multimodal transportation system.



passage of federal transportation authorization bills and the restructuring or realignment of the funding source. City applications for funds may in some cases be only through state agencies such as the Rhode Island Department of Transportation which is the designated recipient of all state transportation federal-aid. In other cases, applications for funding may be submitted directly to the federal funding agency.

As the Newport Transportation Plan strategies develop and solidify, Toole Design will start the process of matching each evolving strategy with a potential funding source(s). We will prepare a full description of each possible source, why it is viable, the eligibility criteria, the application procedure, the anticipated time frame for receiving funds, and reporting requirements.

TASK 6: FINAL REPORT

The TMP final report must be clear and compelling. Not only is it the playbook that will guide Newport’s transportation investments and programs over the next decade, it is a marketing tool for the City. It will articulate the community’s values and City’s

commitment to maintaining and enhancing the quality of life offered to people of all ages, abilities, and economic means.

The TMP final report will draw from the deliverables developed in previous tasks. Toole Design’s group of talented graphic designers will first develop a document template for City review, which will use the project mark and theme developed for Keep Newport Moving. Using the approved template, we will layout content. We often find that clients prefer to have a succinct Executive Summary style document that presents key themes and the most pertinent information, supplemented with technical appendices. We look forward to discussing the City’s preferred approach.

LIST OF DELIVERABLES

TASK 1: PROJECT MANAGEMENT AND QUALITY ASSURANCE/CONTROL

- Kickoff meeting agenda and notes
- Draft and final work plan
- Bi-weekly coordination calls/meetings and notes

- Monthly invoices and progress reports
- Project QA/QC plan

TASK 2: EXISTING CONDITIONS ANALYSIS

- Detailed base map
- Existing Conditions Report, including:
 - Summary of relevant existing plans/ studies/guides/data
 - Parking study
 - Travel demand analysis
 - Safety analysis
 - Mobile source emissions assessment
 - Bicycle LTS/BNA
 - Resiliency assessment
 - Freight network assessment
 - Transit operations assessment
 - Emergency response analysis
 - Connectivity assessment
 - Existing road sign inventory database

TASK 3: PUBLIC/STAKEHOLDER OUTREACH AND ENGAGEMENT

- Stakeholder and Public Involvement Plan
- Project specific website (including two substantive updates) with interactive web map
- Up to six public workshops (in-person or virtual) or pop-up events
- Up to 20 stakeholder interviews and a technical memorandum synthesizing the findings and recommendations
- Convening TMP Ambassadors Committee and engaging three times during each phase of TMP development

TASK 4: NETWORK AND POLICY RECOMMENDATIONS

- Multimodal performance measures
- Street network scenarios and analysis
- Project recommendations
- Future conditions map
- Policy and program recommendations
- Street typology and design guidance

TASK 5: STRATEGIC IMPLEMENTATION PLAN

- Project prioritization matrix and implementation sequence
- Geodatabase for all Master Plan maps

- Funding strategy memo
- Strategic Implementation Plan (comprised of other Task 5 deliverables)
- Planning-level cost estimates (add alternative)

TASK 6: TMP DOCUMENT

- Final report template
- Draft TMP final report
- Final TMP final report
- Native files

TABLE OF CONTENTS

The following proposed Table of Contents for the City of Newport TMP shows how each of the elements from the process and analysis may be presented in a readable and logical document:

1. Acknowledgments

2. Introduction

- 2.1 Plan Purpose
- 2.3 Relationship to other Plans
- 2.2 Community Priorities (Task 3)

3. What Do We Know?

(Task 2: Existing Conditions Analysis)

- 3.1 Access and Mobility
- 3.2 Safety
- 3.3 Parking
- 3.4 Resiliency
- 3.5 Active Transportation
- 3.6 Transit
- 3.7 Freight

4. Where Are We Going?

(Task 4: Network and Policy Recommendations)

- 4.1 Performance Measures
- 4.2 Network Recommendations (Future Conditions Map)
- 4.3 Projects

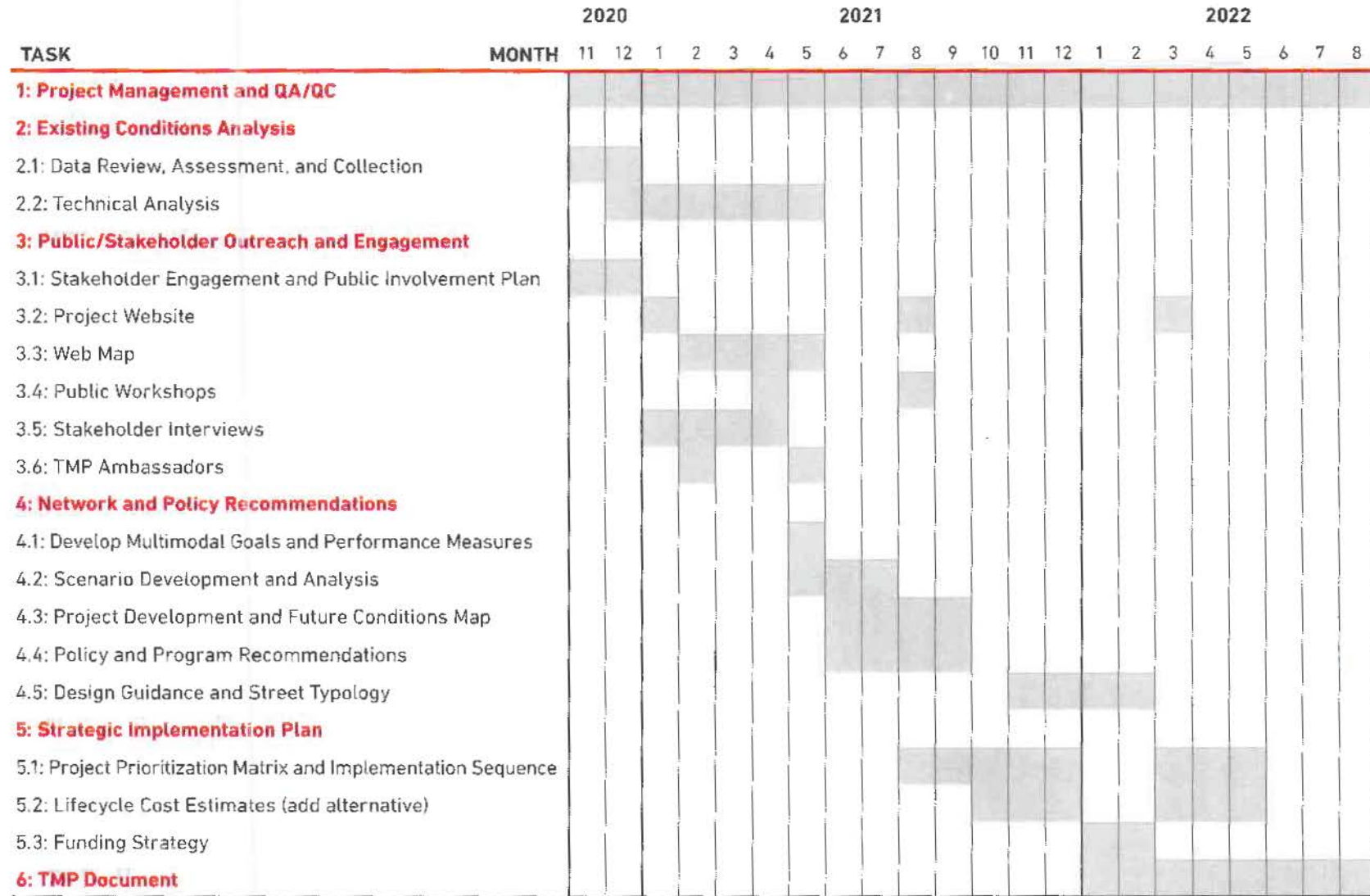
5. How Do We Get There?

(Tasks 4 and 5)

- 5.1 Prioritized projects and costs
- 5.2 Funding Strategy
- 5.3 Policy and Program Recommendations
- 5.4 Street Typology and Design Guidance

PROJECT SCHEDULE

The schedule below shows how we anticipate completing the project scope within an approximately 21-month timeframe. Based on experience with similar projects, we believe this timeframe is sufficient to complete the scope of work.



LEVEL OF EFFORT

Our proposed level of effort table below represents our initial estimate of the necessary level of effort, however, we are able to be flexible and anticipate refining the approach in collaboration with the City of Newport.

TASKS	1	2	3	4	5	6
MANAGEMENT TEAM AND TASK LEADS						
Nick Jackson, Principal-in-Charge	20	4	2	4	4	2
Kristin Saunders, Project Manager	100	24	16	40	8	20
Lucy Gibson, Technical Lead	20	60	0	80	24	16
Lydia Hausle, Engagement Lead	0	40	120	40	0	20
Andrea Ostrodka, Policy Lead	0	32	4	40	48	16
Toole Design Support Staff	0	112	300	220	16	124
SUBCONSULTANTS						
VJS-TC	32	260	84	85	40	24
Green International Affiliates	20	264	0	30	10	0
Smart Mobility	0	100	0	180	20	20
Center for Southeast Asians	0	0	80	0	0	0

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