

# KEY WEST CITY-WIDE COMPREHENSIVE SAFETY ACTION PLAN



submitted to  
**City of Key West**

submitted by  
Cambridge Systematics, Inc.

with  
Media Relations Group, LLC  
Stantec Consulting Services, Inc.

CAMBRIDGE  
SYSTEMATICS



SEPTEMBER 4, 2024

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September 4, 2024

Barbara Erlich  
City of Key West  
1300 White Street  
Key West, FL 33040

Re: RFP# 24-008 Key West Citywide Comprehensive Safety Action Plan

Dear Ms. Erlich:

Cambridge Systematics, Inc. (CS), along with our partners Stantec Consulting Services, Inc. (Stantec) and Media Relations Group, LLC (MRG), are pleased to submit this proposal to the City of Key West to provide a citywide Comprehensive Safety Action Plan.

Leveraging our collective expertise in safety action plans and our extensive background collaborating with cities, Metropolitan Planning Organizations, States, the National Cooperative Highway Research Program, and Federal Highway Administration, our team is excellently positioned to deliver a thorough and targeted approach to establishing a Safe System tailored to the specific needs of the City of Key West.

Our selected team of professionals are national leaders in transportation safety planning with the combined exceptional expertise, knowledge of the region and the State of Florida as a whole, and understanding of safety program and project implementation priorities needed to support the City of Key West in developing this plan and embarking on a path toward zero traffic fatalities. We have a strong presence throughout Florida and are intimately familiar with Florida Department of Transportation safety programs, data and tools, and other State initiatives and policies. Our Project Manager, Crystal Mercedes, brings a strong combination of technical knowledge, strategic insight, and practical understanding of challenges and opportunities inherent in safety initiatives. Crystal understands agency dynamics, traffic engineering and operations, infrastructure design, safety considerations, and stakeholder engagement through two decades of working in both the public and private sectors, primarily within Florida.

Our proposal outlines our team's multidisciplinary approach to help the City of Key West build an equitable, comprehensive, and implementable Safety Action Plan through data analysis, stakeholder engagement, policy review, strategies and projects, establishing targets, and a plan to track implementation progress.

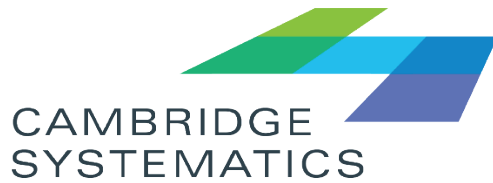
CS and our partners look forward to supporting the City of Key West and its stakeholders on this critically important initiative. CS has reviewed and signed Addendums 1, 2, and 3 released by the City for this RFP. Should you have any questions about our proposal, or require any additional information, please do not hesitate to contact our proposed Project Manager, Crystal Mercedes, at 386-451-2899 or at [cmercedes@camsys.com](mailto:cmercedes@camsys.com).

Sincerely,

CAMBRIDGE SYSTEMATICS, INC.

Brad W. Wright  
President & CEO

## 1.0 Information Page



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Tallahassee Office Branch  
1566 Village Square Boulevard  
Suite 2  
Tallahassee, FL 32309

**Point of Contact for this Proposal:**

Crystal Mercedes  
Ph: 386 451 2899  
[cmercedes@camsys.com](mailto:cmercedes@camsys.com)

**Corporate Headquarters:**

101 Station Landing, Suite 410  
Medford, MA 02155

**State of Incorporation:** Massachusetts, 1972

**Years in Service:** 51 years



**Media Relations Group, LLC**

14707 South Dixie Highway,  
Suite 404  
Miami, Florida 33176  
Alicia Gonzalez, Principal  
786-280-6645



**Stantec Consulting Services, Inc.**

901 Ponce de Leon Boulevard, Suite 900  
Coral Gables, FL 33134  
Matthew Maher, PE, PTOE, RSP<sub>21</sub>  
Ph. 407.638.2012

## 2.0 Firm Background

### 2.1 Cambridge Systematics



**Cambridge Systematics, Inc. (CS)** was founded in 1972 in Cambridge, Massachusetts, and has more than 51 years of experience leveraging technology and ingenuity to advance the world of transportation: planning and policy, movement of people and goods, software design and development, and, underlying it all, effective partnerships and objective analysis. CS is recognized

nationally as an objective source of pragmatic expertise applicable to a very wide range of transportation challenges and opportunities. Comprised of highly trained professionals from both the behavioral and infrastructure safety disciplines, CS focuses on the 4 Es of Safety: engineering, enforcement, education, and emergency response. Our specialties include strategic safety planning, program/project implementation, data analysis, countermeasure selection and prioritization, monitoring, evaluation, professional capacity building, and communications, combined with a deep understanding of Federal regulations and practices and their impact on our clients. We have done extensive research and project work with State departments of transportation (DOT), State highway safety offices (SHSO), metropolitan planning organizations (MPO), the Federal Highway Administration (FHWA), and the Transportation Research Board (TRB) on a broad range of road safety topics.

- Safety Plans.** CS works in partnership with clients to create a dynamic safety roadmap to help our clients get to zero fatalities and serious injuries. The result is safety plans which include infrastructure and behavioral solutions to help planning agencies collaborate with safety stakeholders as well as implement improvements and/or initiatives. We have led an array of safety plans, some of which describe high-level strategies and specific actions to address safety needs to plans that pinpoint location-based safety improvements. To achieve these results, we are versed in integrating various data sources and analysis to drive strategic planning, plan development, implementation, and evaluation of safety planning. To date, CS has led the development of safety plans for 10 regional coalitions in Louisiana, four regional coalitions in Alabama, four MPOs in Ohio, three MPOs, and six counties.
- Transportation Safety Planning (TSP).** A leader in TSP—a proactive approach that integrates safety considerations into the transportation planning process at all levels—CS pioneered the concept of “safety conscious planning” in transportation. Our work led to changes in Federal law to mandate safety as a separate planning factor and core funding program. Our safety team’s work is highlighted by the development and delivery of a safety performance management course on behalf of the National Highway Institute (NHI). We also developed a model education/training program to increase the knowledge and capabilities of the safety workforce and created a TSP framework to assist State and local agencies integrate safety into their planning processes. We developed and continue deliver the acclaimed “Transportation Safety Planning Workshop” for transportation planners to integrate safety into their transportation planning and programming process.
- Highway Safety Office Support.** SHSOs look to CS to help with their annual problem identification process and develop Highway Safety Plans and Annual Reports. We help prepare States for National Highway Traffic Safety Administration (NHTSA) program area assessments, turning recommendations into achievable and measurable strategic plans which help to move our clients Toward Zero Deaths (TZD). We also support State traffic records coordinators and Traffic Records Coordinating Committees (TRCC) in developing strategic traffic records improvement plans and annual grant applications. We have developed strategic plans in impaired driving, motorcycle safety, traffic records, older drivers, young drivers, occupant protection, and pedestrian safety.
- Safety Data Analysis.** CS has extensive experience in the collection and analysis of State fatality and serious injury data and is familiar with various datasets and data sources, including, but not limited to the Fatality Analysis Reporting System, Census, Department of Public Health and Human Services data, motor vehicle information and drivers’ records, emergency medical services, roadway inventory/road log, and vehicle-miles traveled. Our data-driven analysis methods support the

development, implementation, and evaluation of various of strategic safety plans, including to inform the identification of emphasis areas; ascertain appropriate fatality and serious injury performance targets and objectives; assess the effectiveness of a plan's activities; identify safety network improvements; and prioritize specific safety investments. We also have developed methodologies for determining the relationship between severe injury types and behavioral safety funding to aid in projecting future fatalities and serious injuries.

- **Safety Research, Outreach, and Capacity Building.** CS taps into a diverse group of multimodal safety experts to execute research, policy development and analysis, and curriculum development that address infrastructure and behavioral safety challenges. We have tremendous experience conducting objective research, developing informative reports on cutting edge transportation safety planning topics, and documenting noteworthy practices to advance our traffic safety partners' programs. We have developed practitioner guidance, instructed courses, and facilitated peer exchanges on topics ranging from safety performance measurement and target-setting to local and regional safety planning.

## 2.2 Media Relations Group, LLC



Media Relations Group, LLC

**Media Relations Group, LLC (MRG)** is a certified woman-owned Public Information Company specializing in public involvement campaigns for both public and private sectors. Since its inception

in 1999, MRG has excelled in the transportation field, particularly in developing and maintaining project websites, and creating comprehensive marketing, communications, and strategic campaigns. Their services include graphic design, writing, digital and print production, and project collateral development. We implement innovative strategies such as strategic communications based on extensive research, branding, online engagement and management, special event and strategic planning, media relations, and community awareness initiatives. We also provide video production, multimedia, and social media/digital outreach services. Importantly, their team brings extensive local knowledge of the Florida Keys, with over 16 years of experience working in the area. We deeply understand the critical importance of the U.S. 1 corridor, which serves as a vital link for residents, visitors, and business commuters across the upper, middle, and lower Keys, as well as an essential evacuation route.

MRG has been deeply involved in public communication and community outreach efforts in Key West, particularly through their work with the Florida Department of Transportation (FDOT) District Six. Since 2016, MRG has served as the construction Community Outreach team for various FDOT projects in Monroe County, including Key West. Their responsibilities have included conducting weekly radio interviews with US1 Radio to keep the public informed about ongoing construction projects, coordinating with FDOT on construction alerts and project materials, and leading educational campaigns. Notably, MRG played a crucial role in the Key West PHB (Pedestrian Hybrid Beacon) Educational Campaign, where they educated the public on the safe use of new pedestrian crossings along North Roosevelt Boulevard. Additionally, MRG has managed public involvement for the North Roosevelt Boulevard citywide design project and the Key West International Airport Concourse A and Terminal Improvements Program, ensuring that community feedback was integrated into these initiatives. Throughout these projects, MRG has worked closely with the City of Key West to maintain transparent communication, educate the public on safety measures, and address community concerns, thereby facilitating smoother project implementation and contributing to the safety and well being of residents.

Throughout these projects, MRG has worked closely with the City of Key West and FDOT District Six to ensure that public communication and outreach efforts are effectively managed. MRG's role has been integral in maintaining transparent communication with the community, educating the public on safety initiatives, and ensuring that residents' concerns and feedback are incorporated into project planning and execution. This collaboration has helped facilitate smoother project implementation and has contributed to the overall safety and well being of the Key West community.

Their staff currently is working on the Miami-Dade County Vision Zero Initiative, performing multiple (sometimes simultaneous), outreach events in order to gather surveys with emphasis on Federally designated equity areas, from the public regarding safety and traffic concerns throughout the County.

Information was used for the Safe Streets and Roads for All (SS4A) application in 2022 and municipal workshops on behalf of the County to advise all cities in Miami-Dade of the funding opportunities and coordinate efforts.

## 2.3 Stantec Consulting Services, Inc.



**Stantec Consulting Services, Inc. (Stantec)** Founded in 1954 as a one-person firm, Stantec now has over 32,000 employees at more than 400 locations (16 in Florida). This year, 2024 marks their 70<sup>th</sup> year in business. Stantec is led by Gord Johnston, President and Chief Executive Officer, and Stuart Lerner, Executive Vice President and Chief Operating Officer for North America. Frank Domingo, PE, (Frank) serves as Principal-in-Charge for this proposal. They are focused on improving the world around them, and that has made Stantec one of the top 10 global design and engineering firms. Stantec's history includes the acquisitions of Wilson-Miller in 2010, C3TS in 2012, and Cardno in 2021 that strengthened their staff's Florida presence with Stantec's global resources. Their transportation professionals offer a wide range of services that will address the City's needs for this project. Additionally, for this study to have meaningful changes to roadway safety, it must recognize the City's unique attributes, including its communities, climate change vulnerabilities, seasonal population fluctuations, community groups, and transportation infrastructure.

In over a dozen communities across the country, Stantec has been redefining what is possible for roadway safety through the SS4A programs. Their multidisciplinary team brings in transportation planners, analysts, engineers, policy-makers, community engagement specialists, graphic design experts, regulatory specialists, architects, and landscape architects to help people re-envision their communities and reshape their streets and public spaces to reduce traffic crashes, fatalities, and serious injuries. They bring expertise to create safe, equitable, and prosperous communities, from high-level community visioning to the robust data standards and technical specifications that underpin Federal funding sources. Recognizing that reducing traffic fatalities and serious injuries will take all of us, they bring a Safe System Approach to all aspects of their work. Whether they are addressing a high-crash corridor or intersection; designing a complete street, bikeway, or a bus rapid transit corridor; or assessing how different city departments can better collaborate around a shared goal, their aim is to create safer mobility choices for people. Stantec will be assisting the team with planning-based efforts of developing policies, guidelines, and standards (Task 7) to protect equity communities, vulnerable roadway users, and all other roadway users from fatal and serious injury crashes. Stantec's grant writing team also will lead Task 11 to submit for an SS4A Implementation Grant to ensure that this project results in immediate action on high-priority infrastructure recommendations; Stantec's grant writing support efforts for the City of Boston have resulted in the award of tens of millions of dollars for such safety improvements. Furthermore, their traffic safety engineering team will be assisting with crash analysis and project/countermeasure selection efforts.

## 3.0 Personnel

We have selected a project team based on technical expertise, regional knowledge, and an understanding of safety programs and project implementation priorities. This section highlights the pertinent qualifications and experience of key CS, Stantec, and MRG staff, including an organizational chart by task and brief biographies for key staff. Staff résumés for our proposed team will provide more details on their extensive qualifications. These will be included in Appendix A.

### 3.1 Organizational Chart

City of Key West		
Project Management		
Danena Gaines (CS) <i>Principal-in-Charge</i>	Crystal Mercedes (CS) <i>Project Manager</i>	Casey Woodley (CS) <i>Deputy Project Manager</i>
		Matthew Maher (STC) <i>Quality Assurance Engineer</i>
<b>Task 1—Project Admin</b>	<b>Task 2—Vision Zero Goal</b>	<b>Task 3—Task Force</b>
<b>Crystal Mercedes (CS)</b> Casey Woodley (CS) Angela Valenti (CS) Priscila Clawges (MRG) Paulette Summers (MRG)	<b>Crystal Mercedes (CS)</b> Danena Gaines (CS) Casey Woodley (CS) Priscila Clawges (MRG) Paulette Summers (MRG) Isela Carmiol (MRG) Dayana Sanjurjo (MRG)	<b>Casey Woodley (CS)</b> Priscila Clawges (MRG) Anqi Wei (CS) Paulette Summers (MRG) Alan Amidon (CS) Charly Gutierrez (CS) Dayana Sanjurjo (MRG) Frank Domingo (STC) Isela Carmiol (MRG) Matthew Maher (STC) Vanessa Salinas (MRG)
<b>Task 4—Equity Framework</b>	<b>Task 5—Community Engagement</b>	<b>Task 6—Crash Analysis</b>
<b>Clay Barnes (CS)</b> Seema Singh (CS) Prashanth S. Venkataram (CS) Anqi Wei (CS)	<b>Priscila Clawges (MRG)</b> Isela Carmiol (MRG) Crystal Mercedes (CS) Vanessa Salinas (MRG) Casey Woodley (CS) Matthew Maher (STC) Alan Amidon (CS) Stephen Mensah (STC) Paulette Summers (MRG) Kush Bhagat (STC) Dayana Sanjurjo (MRG) Catrina Meyer (STC)	<b>Praveen Pasumarthy (CS)</b> Levon Mikaelin (CS) Rafael Almario (CS) Shrikant Fulari (CS) Alan Amidon (CS) Stephen Mensah (STC) Kush Bhagat (STC)
<b>Task 7—Policies, Guidelines, and Standards</b>	<b>Task 8—Projects and Strategies</b>	<b>Task 9—Evaluation and Reporting</b>
<b>Chris Benitez (STC)</b> Jason Schreiber (STC) Mike Rutkowski (STC) Matthew Maher (STC) Tim Tresohlavy (STC) Crystal Mercedes (CS) Stephen Mensah (STC) Casey Woodley (CS) Frank Domingo (STC) Charly Gutierrez (CS) Dough Stoker (STC)	<b>Crystal Mercedes (CS)</b> Chris Benitez (STC) Danena Gaines (CS) Tim Tresohlavy (STC) Praveen Pasumarthy (CS) Stephen Mensah (STC) Angela Valenti (CS) Kush Bhagat (STC) Alan Amidon (CS) Catrina Meyer (STC) Matthew Maher (STC)	<b>Praveen Pasumarthy (CS)</b> Levon Mikaelin (CS) Rafael Almario (CS) Shrikant Fular (CS) Alan Amidon (CS)
<b>Task 10—Action Plan</b>	<b>Task 11—Implementation Grant Assistance</b>	<p>CS Cambridge Systematics, Inc.</p> <p>MRG Media Relations Group, LLC</p> <p>STC Stantec Consulting Services, Inc.</p> <p><b>Task lead denoted in bold.</b></p>
<b>Casey Woodley (CS)</b> Crystal Mercedes (CS) Angela Valenti (CS) Clay Barnes (CS) Seema Singh (CS)	<b>Jason Schreiber (STC)</b> Kush Bhagat (STC) Matthew Maher (STC) Catrina Meyer (STC) Doug Stoker (STC) Casey Woodley (CS) Tim Tresohlavy (STC) Danena Gaines (CS) Mike Rutkowski (STC) Prashanth S. Venkataram (CS) Stephen Mensah (STC)	



## 3.2 Project Management



**Danena Gaines, Ph.D. (Principal Investigator)** is a Principal of Cambridge Systematics, Inc. (CS) with 17 years of experience in State and regional transportation safety planning; local road safety plan development; Strategic Highway Safety Plan (SHSP) development, implementation and data collection and analysis; traffic safety research; and local roads safety culture. She provides project management support on national, State, and local transportation safety planning projects. She has led or supported SHSP updates in Arkansas, North Dakota, Louisiana, Florida, Alabama, and South Carolina. Danena has assisted the Federal Highway Administration (FHWA) with guidance related to local road safety plan development. She has led or contributed to numerous projects and guidance documents focused on implementing the Safe System Approach and provided technical support on Long-Range Transportation Plans and the allocation of safety investments across the Highway Safety Improvement Program (HSIP). Danena serves as Principal-in-Charge on several recently initiated Safe Streets For All Action plans.



**Crystal Mercedes, PTP, RSP<sub>1</sub>, IMSA II (Project Manager, Tasks 1, 2, 8 Lead)** is a Senior Associate at CS with over 20 years of experience, which began with a year as a Traffic Operations intern at Florida Department of Transportation and includes over a decade in a progressive traffic engineer role in addition to MPO planning staff experience. She is recognized for her proficiency in traffic safety and operational analysis, the integration of multimodal transportation and technology solutions, and comprehensive street design. As a seasoned project manager, Crystal has successfully overseen the development and implementation of numerous transportation plans and infrastructure projects and has a proven ability to collaborate with stakeholders and engage communities. She understands the value of inclusive and participatory processes in developing actionable and impactful transportation improvement strategies. In addition to various large- and small-scale traffic impact analyses within the State of Florida, Crystal's résumé of project management experience includes leadership in the development of Safety Action Plans for the Boston Region MPO as well as three cities in Central Florida, Florida's 2024–2026 HSP, and the R2CTPO 2020 CAV Readiness Study (which earned an FPZA award for Outstanding Planning Study).



**Casey Woodley, PMP (Deputy Project Manager, Task 3, 10 Lead)** is a Sr. Associate at CS with over 15 years of experience in project management. She is a certified Project Management Institute Project Management Professional (PMP)<sup>®</sup>. Casey was instrumental in establishing the CS Safety practice, working with numerous States on development, implementation, and performance measurement of Strategic Highway Safety Plans (SHSP) for Maryland, Rhode Island, New Mexico, Oklahoma, Montana and Alaska; Strategic Traffic Safety Information System Plans for Massachusetts and Texas; and Highway Safety Improvement Plans (HSIP) for Massachusetts, Rhode Island, and Louisiana. Casey facilitated communication and collaboration among Federal agencies, State departments of transportation (DOT), State and local law enforcement, State highway safety offices, and public health contributors and participants to create data-driven plans to improve safety for all users of the transportation network.



**Matthew Maher PE, PTOE, RSP<sub>21</sub> (QA/QC Engineer)**, is a Professional Engineer at Stantec. He has 16 years of experience and has served as a Project Manager for numerous traffic engineering and transportation planning projects for both public and private-sector clients. Matt is licensed as a Professional Engineer in the State of Florida with traffic safety engineering and planning experience both in Florida and abroad. Whether he is presenting technical findings to clients or explaining the results of analyses in layman's terms at Public Information Centers and planning board testimonies, Matthew's knowledge of and passion for transportation safety is evident.

### 3.3 Key Personnel Bios

#### Cambridge Systematics, Inc.



**Clay Barnes, AICP (Task 4 Lead)** is a Senior Associate who has been with the firm for 4 years. Her 6 years of experience in transportation planning and policy is focused on equity, safety, and freight. She manages Federal, State, and local transportation safety planning projects. She has conducted quantitative and qualitative equity analysis for New Jersey, San Antonio (TX), Laredo (TX), and DC. She has supported State and regional long-range transportation plan updates through GIS analysis of scenario planning modeling results for Orlando's metropolitan planning organization (MPO). Clay's deep understanding of the Infrastructure and Investment Jobs Act (IIJA) has informed her support of States, counties, and MPOs in staying ahead of discretionary funding opportunities. Before working in transportation planning, she worked in communications and journalism, leading newsrooms and organizations on multiplatform content.



**Praveen Pasumarthy, P.E., PTOE, (Task 6, 9 Lead)** is a Sr. Analyst and Principal at Cambridge Systematics (CS) with more than 20 years of diversified transportation planning and policy experience. He is serving as a project manager on multiple Florida Department of Transportation (FDOT) contracts and projects. He has successfully delivered multiple projects with high quality, within budget and on schedule. His technical expertise includes safety data analysis and evaluation, data management, performance measurement, corridor mobility studies, traffic simulation modeling and long-range transportation plans.



**Rafael Almario** is an Analyst Mid I (Associate) at Cambridge Systematics, Inc. (CS) with a background in data analytics, performance management, and data governance. Having valuable experience in data business planning and data gap assessments, he also has hands-on knowledge with various data sources, such as vendor probe speed data, weigh-in-motion data, crash data, Highway Performance Monitoring System (HPMS), and State Department of Transportation (DOT) Linear Referencing Systems. He also has supported and documented data sharing partnerships, data standards, and governance structures to help agencies improve data management and governance activities.



**Alan P. Amidon's** professional focus lies at the intersection of traffic safety and emerging mobility. He is specifically interested in how vulnerable road users and how active modes can make the transportation system safer and more resilient. Alan earned his Master of Science in Planning (MSP) from Florida State University's Department of Urban and Regional Planning specializing in transportation and environmental planning.



**Shrikant G. Fulari** is an Analyst Mid I (Associate) at Cambridge Systematics (CS) with six years of experience in traffic operations. His work areas include transportation system management and operations, transportation data analysis, intelligent transportation systems, traffic signals analysis, travel time analysis and traffic safety studies. He has been involved in diverse projects focused on integrated corridor management, managed lanes operations, connected and autonomous vehicles, and Dynamic Traffic Assignment (DTA) simulations. Shrikant's simulation/intersection analysis skills include AIMSUN, VISSIM, TransModeler, VISTRO and SYNCHRO. His spatial analysis skills include QGIS and ArcGIS, while his programming and visualization skills include Python, MATLAB, R Studio, Tableau and JMP.



**Charly Guitierrez** is a Transportation Analyst of Cambridge Systematics (CS) with four years of experience in transportation safety planning, transit planning, geographic information system software (Esri), LiDAR data, grant writing, community development, and land use planning.



**Levon Mikaelin** is an Analyst at Cambridge Systematics (CS) specializing in spatial and network analysis using GIS and scripting tools. He has spent over four years with CS. He previously spent five years researching topics related to spatial statistical analysis of the relationships between multimodal transportation networks and socioeconomic outcomes at multiple geographic scales and recreating historical transit systems' general transit feed specification data. Mr. Mikaelian's software skills include ArcGIS, QGIS, TransCAD, Tableau, Power BI, R Shiny, Linux, CPLEX, and OpenTripPlanner. He also has coding experience in Python, R, Scala, SAS, Stata, C++, LaTeX, Markdown, MATLAB, HTML, LP, and Git.



**Seema Singh, Ph.D.** is an Analyst Jr. II at Cambridge Systematics, Inc. (CS) with 12+ years of experience at the nexus of research-policy-action and education in transportation planning and social inclusion. Seema has a Ph.D. in City and Regional Planning from Cornell University, and her work focuses on integrating gender and equity considerations in transportation funding, policy and planning decisions. Seema also brings the experience of working on several passenger and freight mobility issues for a diverse clientele, including public, private and nonprofit entities



**Prashanth S. Venkataram, Ph.D.** is an Analyst Jr. II (Senior Professional) at Cambridge Systematics (CS) with over five years of experience. He is an experienced researcher and team leader focused on improving transportation accessibility for all through quantitative and qualitative analysis, stakeholder engagement, and regulatory engagement. Prior to joining CS, Prashanth was a postdoctoral researcher at the University of California, Davis, Institute of Transportation Studies (ITS-Davis). He has served as a SmartDrivingCar panelist for usability considerations of drivers with disabilities using autonomous vehicles and was a featured professional expert on the Arrested Mobility podcast and the Disability Rap podcast for the topic of transportation for people with disabilities.



**Angela Valenti (Graphic Designer)** is a Senior Designer at Cambridge Systematics (CS) with more than 20 years of experience and serves as a Section 508 Specialist. At CS, she conceives and creates a full range of design products, including infographics, logos, product overviews, brochures, print ads, posters, and cards—integrating new design concepts and themes to meet the unique requirements of individual clients. She edits documents for grammar, spelling, punctuation, format, and overall consistency according to the firm's style sheet or client guidelines. She creates special formats and templates from client specifications and proofreads documents for revision quality and correct formatting. Angela is well versed in Section 508 requirements, including WCAG 2.0 Level AA; develops templates with fonts, color palettes, graphics, and tables that meet these requirements; and prepares final deliverables in both 508-compliant HTML and accessible PDFs.



**Anqi Wei, Ph.D.** recently joined Cambridge Systematics (CS) as is based in the firm's Atlanta, GA office. Anqi has three years of industry and research experience and recently earned a Ph.D. degree in Civil Engineering with a focus on Transportation Systems Engineering. Anqi also brings a breadth of knowledge in programming (Python, R) as well as traffic and geospatial (ArcGIS, QGIS, Synchro, VISSIM, TransCAD) software.

### *Stantec Consulting Services, Inc.*



**Chris Benitez, PE, PTOE, RSP1 (Task 7 Lead)** has 17 years of experience, including transportation planning, traffic and safety engineering, Florida Department of Transportation (FDOT) Project Development and Environment (PD&E) Studies, Interchange Access Requests (IAR), FDOT Efficient Transportation Decision Making (ETDM) process, corridor and intersection studies, interchange and limited access facility projects, transit and multimodal planning, public involvement support, in-house consulting, and managing on-call/Districtwide contracts. He has worked on projects for FDOT Districts 1, 4 and 6, as well as FDOT Central Office, Miami-Dade Transportation Planning Organization (TPO), Broward Metropolitan Planning Organization (MPO), Florida's Turnpike Enterprise, Miami-Dade

Expressway Authority (MDX), South Florida Regional Transportation Authority (SFRTA), and local governments within South Florida, including the City of Doral, City of Miami, City of South Miami, and City of Coral Gables.



**Jason Schrieber, AICP (Task 11 Lead)** is a multimodal planner and designer focused on the intersection of the public realm and safe, efficient and healthy communities. For 28 years, he has helped hundreds of cities, institutions, and developers elevate the importance of active transportation and bring nonmotorized policy and infrastructure solutions to complex projects—typically in urban conditions. Successes include built road diets, completed transit-oriented developments, progressive parking management solutions, new campus parking and transportation programs, road and intersection diets, operational traffic solutions for complex problems, and more.



**Doug Stoker, PE** currently serves as Stantec's Regional Principal responsible for client relationship management and business development for Stantec's Southeast infrastructure division. He has extensive experience in all aspects of surface transportation analysis and design, including a long history of bridge and structures design as well as project management on conventional and design-build projects. He worked with FDOT Central Office to develop a quality assurance review process that was used to audit consultants and district offices and has served as Principal-in-Charge and QA Manager for all transportation design efforts for nearly a decade.



**Frank Domingo, PE**, brings 37 years of comprehensive infrastructure, transportation planning, and development expertise to his projects. His professional background encompasses project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts. Frank is serving as the Principal-in-Charge in the Lee County MPO SS4A Comprehensive Safety Action Plan.



**Timothy Tresohlavy, AICP, GISP**, has specialized in mobility planning, with an emphasis on creating connections for all to be able to have safe, accessible access to the resources they need. Through his wide range of planning work, Timothy coordinates long-range, and short-term safety and multimodal improvement strategies for local, regional, State and Federal Government clients. Timothy's project experience includes long-range transportation and safety mobility plans, innovative and inclusive community engagement and meeting facilitation, Complete Streets safety studies, transit-oriented and safe-streets community planning, regional and municipal bicycle and pedestrian planning, downtown parking and safety studies, and small area planning. Specifically, Timothy has extensive experience with implementing safety strategies through GIS mapping and data analysis, equity analysis and environmental justice practices, and crash and countermeasure analysis and application.



**Mike Rutkowski, PE, AICP**, has specialized experience in sustainable transportation solutions and Complete Streets integration. He is experienced in all aspects of transportation planning and engineering, and he has led numerous comprehensive transportation, bicycle and pedestrian plans in the U.S. His expertise includes system-level bicycle and pedestrian plans, multimodal crash and safety studies, Complete Streets projects, multiuse trail design, and policy development. Mike is a Board Member on the National Complete Streets Coalition, a certified Complete Streets Trainer for the Smart Growth America, and a Certified Charrette Manager (NCI). He also is a certified Youth Bicycle Trainer (LAB) and an advocate of healthy active living. Mike has been responsible for implementing several nonmotorized projects, including the Old Durham Chapel Hill Bicycle and Pedestrian Improvements, Six Forks Complete Streets Corridor Study as well as the Western Boulevard Multimodal Project.



**Catrina Meyer, AICP, GISP**, is a transportation planner in Stantec's urban mobility group. She has seven years of experience in transportation planning, with an expertise in synthesizing data to drive decision-making. Catrina has been part of transit market analysis studies, regional mobility plans, transportation impact assessments, and numerous safety studies. She has helped clients create new transportation impact analysis guidelines, prioritize locations for safety investment, and understand travel

patterns through big data. Catrina primarily contributes to transportation planning studies for public and private clients, provides support for transportation components of multidisciplinary projects, and contributes GIS and data analysis expertise to a variety of planning efforts.

### Media Relations Group, LLC



**Priscila Clawges, LEED AP ND (Task 5 Lead)** has 16 years of combined experience in Project Development and Environment (PD&E), Public Involvement, and Transportation Planning. Skillsets include sustainable design planning, project management, and graphic design. Ms. Clawges' experience includes working with the Florida Department of Transportation (FDOT), Florida's Turnpike Enterprise (FTE), and Metropolitan Planning Organizations. Ms. Clawges is a fully bilingual member of Media Relations Group, LLC (MRG) senior communication outreach specialist staff, who is responsible for various outreach efforts, which includes developing and disseminating public information materials for community engagement events and campaigns and assisting with major transportation contracts.



**Paulette Summers** has over 26 years of experience specializing in public involvement, facilitation services, public relations, media relations, social media and marketing services. For over eight years, Mrs. Summers has had the unique position of leading the public involvement efforts on concurrent districtwide design and construction contracts throughout Monroe County and Miami-Dade, namely the Florida Department of Transportation (FDOT) District Six Districtwide Public Communications Consulting Services on Miscellaneous Construction Projects and Districtwide Public Communications Consulting Services on Miscellaneous Design Projects. As part of the contract, Mrs. Summers led all PI efforts for Ribbon Cutting Ceremony held in January 2022 for the Old Seven Mile Bridge (between Knights Key to Pigeon Key).



**Isela Carmiol** is a highly skilled, fully bilingual professional who has over 10 years of specialized experience, which includes social media and e-marketing outreach, with two years public involvement experience gained working on multiple districtwide safety campaign initiatives within Miami-Dade and Broward Counties.



**Dayana Sanjurjo** has over 19 years of professional experience specializing in managerial services and for the past six years she has assisted MRG's Public Information Managers and Officers with all transportation-related projects and public outreach efforts. She has worked and continues to work on multiple projects and campaign initiatives within Monroe and Miami-Dade counties.

## 4.0 Municipal Support Experience and References

### MetroPlan Orlando GPC 2023—Safety Action Plans (CS)

**Client:** MetroPlan Orlando MPO

**References:** **Sarah Larsen**, Transportation Planner, MetroPlan Orlando, [Arrah.Larsen@MetroPlanOrlando.org](mailto:Arrah.Larsen@MetroPlanOrlando.org), 321-732-8230.  
**Hongmyung Lim**, Engineer II, City of Winter Park Public Works, 500 North Virginia Avenue, Winter Park, Florida 32789, [hlim@cityofwinterpark.org](mailto:hlim@cityofwinterpark.org), 407-599-3521.  
**Alyssa Eide-Cadle, P.E.**, City Engineer, City of Maitland Public Works, 1827 Fennell Street, Maitland, FL 32751, [aeide@itsmymaitland.com](mailto:aeide@itsmymaitland.com), 407-875-3693.  
**Raquel Lozano**, City Planner, City of Belle Isle, 1600 Nela Ave, Belle Isle, FL 32809, [planner@belleislefl.gov](mailto:planner@belleislefl.gov), 407-793-5348.

**Budget:** See budgets below

**Project Dates:** See dates below

**Project Description:** For MetroPlan Orlando, CS, as a part of a team, co-lead the development of three (3) Safety Action Plans for the Cities of Belle Isle, Maitland, and Winter Park in the MetroPlan Orlando MPO planning region. Key input from the respective working groups was used to bolster a deeper dive into crash analytics and creation of collision profiles to facilitate a profound understanding of each city's safety concerns. A series of public outreach events were conducted to connect with the public at farmers markets, Christmas events, 5k races, and other well-attended venues to obtain essential and diverse public input. Stakeholder and public input opportunities were identified with consideration to each city's distinctive characteristics and challenges. This data-driven approach and stakeholder input was utilized to develop feasible, impactful, and equitable improvement recommendations and practices for implementation by each agency, in partnership with MetroPlan Orlando.

1. MetroPlan Orlando GPC 2023—**City of Winter Park Vision Zero Safety Action Plan Support.**  
Duration: 09/28/2023–06/30/2024; Teaming: Subconsultant; CS Net: \$56,780.98;  
Project Manager: Crystal Mercedes
2. MetroPlan Orlando GPC 2023—**City of Maitland Vision Zero Safety Action Plan Support.**  
Duration: 09/28/2023–06/30/2024; Teaming: Subconsultant; CS Net: \$56,226.02;  
Project Manager: Crystal Mercedes
3. MetroPlan Orlando GPC 2023—**City of Belle Isle Vision Zero Safety Action Plan Support.**  
Duration: 10/05/2023–05/31/2024; Teaming: Subconsultant; CS Net: \$43,966.38;  
Project Manager: Crystal Mercedes

#### City of Laredo RMA General Consulting Civil Engineering Services—Safety Action Plan (CS)

**Client:** Laredo-Webb County Regional Mobility Authority (RMA) (TX)

**Reference:** Jed A. Brown, Chairman; 956-477-0707, [brown.wccl.rma@gmail.com](mailto:brown.wccl.rma@gmail.com)

**Budget:** CS Net: \$181,542.50

**Project Dates:** 09/21/2023–01/31/2025;

**Project Description:** CS, as a part of a team, is supporting Laredo-Webb County Regional Mobility Authority (RMA) in Texas with their Safety Action Plan through equity-focused analysis, development of performance measures and analysis of project portfolios. The equity analysis utilizes Federal tools and crash inventories but is context sensitive to the communities of Laredo-Webb County, including indicators of burdens related to climate change, environment, health, and economic opportunity. This step is providing several key problem statements that Laredo-Webb County investment strategies and policy priorities will be targeted to resolve. This work will inform the development of performance measures targeted to address each specific existing disparity in both outcome and experiences. The team will then conduct equity impact analysis on each different portfolio alternative to help inform the decision-making process. Programs, policies, and projects will be assessed to determine their potential to support progress for each equity-based performance measure identified in the previous step.

#### Ithaca Tompkins County SS4A Joint Safety Action Plan (CS)

**Client:** Tompkins County (NY)

**Reference:** Tim Logue; Director of Engineering; 108 East Green Street, Ithaca, NY 14850; 607-274-6535, [timlo@cityofithaca.org](mailto:timlo@cityofithaca.org)

**Budget:** Total Contract: \$643,038.00; CS Net: \$317,148.00;

**Project Dates:** 09/27/2023–05/08/2025

**Project Description:** CS is leading development of a Joint Safety Action Plan for the jurisdictions within Tompkins County, via the Safe Streets and Roads for All (SS4A) grant program. The CS team is coordinating a review of safety planning documentation and jurisdictional priorities, as well as national

guidance and best practices related to local road safety solutions. This will be paired with the trends analysis to determine performance metrics, targets, and Emphasis Areas for the region, which will be addressed via strategies developed with the Steering Committee and key stakeholders. The analysis methodology details the project team's approach to screen the County's entire transportation network using predictive analysis to identify priority locations based on potential for safety improvement, transit and active transportation user exposure, and other equity and demographic criteria. The team also will complete in-depth investigations and provide recommendations based on engineering alternatives analysis for future implementation through SS4A Implementation Grants, and State and other sources for safety funding. Systemic analysis also is being completed to determine roadway risk factors that can proactively be addressed throughout the network using low-cost proven countermeasures. The final plan will detail the results of the analysis and outreach to determine priority strategies for implementation, both countywide and at the location-specific project level.

#### FDOT District 6 Traffic Operations—Safety Campaigns (MRG)

**Client:** Florida Department of Transportation District 6 Traffic Operations

**Budget:** \$800,000

**Reference:** Tish Burgher, FDOT D6 Communications Manager, 1000 NW 111 Avenue, Room 6134, Miami, Florida 33172, [Tish.Burgher@dot.state.fl.us](mailto:Tish.Burgher@dot.state.fl.us), 305-470-5277

**Project Dates:** 2015–2016

**Project Description:** MRG provided PI/PR materials and pitched campaigns and initiatives to media for potential earned media opportunities for D6 Traffic Operations Department. Responsible for special event planning and participation. Communicated project information in person and electronically, performing customer surveys, and preparing audio/visual presentations for multiple projects within Miami-Dade and Monroe Counties.

#### Key West International Airport Concourse A and Terminal Improvements Program Architectural and Engineering Services Contract (MRG)

**Client:** Key West International Airport

**Budget:** \$97,892.42

**Reference:** Richard Strickland, Airport Manager, 3491 South Roosevelt Boulevard, Key West, FL 33040, [Strickland-Richard@monroecounty-fl.gov](mailto:Strickland-Richard@monroecounty-fl.gov), 305-393-7742

**Project Dates:** 2021 and 3 years of service

**Project Description:** Media Relations Group, LLC (MRG) managed all public involvement efforts for this contract, including graphic design and coordination for a public meeting held in October 2021. The firm's lead staff also performed quality assurance and quality control on the design and production of meeting collaterals, including sign-in sheets, comment cards and name tags, in addition to coordinating efforts with multiple vendors on the production and installation of large format wall wraps at the Key West International Airport.

#### Public Information Outreach Services for Right-of-Way and Facilities Construction Projects (MRG)

**Client:** City of Miami Beach

**Budget:** \$211,560

**Reference:** Kevin Pulido, Neighborhood Affairs Director, 501 72<sup>nd</sup> St, Miami Beach, FL 33141, [kevinpulido@miamibeachfl.gov](mailto:kevinpulido@miamibeachfl.gov), 786-568-6051

**Project Dates:** 2020–Present and 15 years of service

**Project Description:** As part of its 3-year Capital Improvement Program (CIP), MRG was contracted by the City of Miami Beach to provide public information services on the Right-of-way and Facilities Construction contract, which involved more than 200 CIP projects and effectively communicating construction information to the residents of Miami Beach. As part of the project scope, MRG was responsible for providing extensive outreach. MRG developed a full campaign, including templates for collaterals such as door hangers, fliers, fact sheets, construction advisories and updates. After successfully fulfilling contract needs, MRG was hired to continue services on the contract.

**City of South Miami Safety Action Plan Development (Stantec)**

**Client:** City of South Miami

**Reference:** Aurelio Carmenantes, 6130 Sunset Dr., South Miami, FL 33143, [acarmenantes@southmiamifl.gov](mailto:acarmenantes@southmiamifl.gov), 305-403-2063

**Budget:** \$300,000

**Project Dates:** 2024–Ongoing

**Project Description:** Stantec has been selected by the City of South Miami to prepare a Safety Action Plan, which will involve a systemic, data-driven approach to identifying local risk factors, prioritizing locations that are unsafe, and implementing proven safety countermeasures that prevent injuries and save lives. Tasks assigned to Stantec as part of this work include stakeholder identification, analysis of safety data to establish a High-Injury Network, facilitation of engagement and collaboration, Safe System Approach project selection (with equity community prioritization), and the production of a final Safety Action Plan. Stantec currently is underway on this effort.

**Key West Planning On-Call (Stantec)**

**Client:** City of Key West

**Reference:** Donna Phillips, Planning Project Coordinator, 1300 White Street Key West, FL 33040, [Donna.phillips@cityofkeywest-fl.gov](mailto:Donna.phillips@cityofkeywest-fl.gov), 305-809-3724

**Budget:** \$160,000

**Project Dates:** 04/01/2023—Ongoing

**Project Description:** Stantec has been contracted by the City of Key West to provide planning support services, including plan review and processing of variances, easements, conditional use permits and major and minor development plan applications, review of transportation studies, review of crash data via Signal Four, and provision of expertise on best practices and finalizing draft text amendments to the LDR's, among other related planning tasks. The review of applications complies with the codified Historic Architectural Design Guidelines for Certificates of Appropriateness, and involves presentation to the Historic Architectural Review Commission, along with other related preservation tasks.

**Underline Extension, Phases 3–9—Civil Design and Traffic Engineering (Stantec)**

**Client:** NV2A Group

**Budget:** \$2,500,000

**Reference:** Luis Arditi-Rocha, 9100 S. Dadeland Boulevard, Suite 600, Miami, FL 33156, [larditi@nv2agroup.com](mailto:larditi@nv2agroup.com), 786-233-5060

**Project Dates:** 2022–Ongoing



**Project Description:** Nestled under the Miami Metrorail line, the Underline acts as a conduit to other neighborhoods and recreational destination for surrounding communities. It also provides a safe and sheltered place to travel along for vulnerable roadway users such as cyclists and pedestrians. The Miami-Dade Department of Transportation and Public Works (DTPW) wanted to extend the existing path from 3 to 10 miles (4.8 to 16.1 kilometers). DTPW sought out a design-build team for this project, of which we are proud to be a part. We are providing civil design and traffic engineering services for paths and intersection crossings, including grading, signage and markings, and signalization. To further bolster traffic safety at locations where the trail traverses local roads, we are proposing crash countermeasures such as “No Turn on Red” restrictions, protected left turn phasing, and leading pedestrian intervals. When complete, the extended Underline will provide safer, more accessible means of travel in an effort to encourage more active lifestyles.

### MetroPlan Orlando 2050 Metropolitan Transportation Plan Policy and Plans Review (CS)

**Client:** MetroPlan Orlando

**Budget:** \$11,572.64; CS Net: 11,572.64

**Reference:** Taylor Laurent, PE, AICP, 407-481-5672 x306,  
[Taylor.Laurent@MetroplanOrlando.org](mailto:Taylor.Laurent@MetroplanOrlando.org)

**Project Dates:** 04/04/2024–06/30/2024

**Project Description:** MetroPlan Orlando 2050 Metropolitan Transportation Plan Policy and Plans Review. For MetroPlan Orlando, CS, as part of a team, collaborated with jurisdictions throughout the metropolitan planning organization's (MPO) Planning Area to develop Safety Action Plans. CS was responsible for facilitating partner and contributor working groups intended to provide valuable feedback covering several topics. Included in the feedback focus was a data-driven high-injury network, safety countermeasures to eliminate fatal and serious injury crashes, and prioritization of those specific countermeasures and key locations on the high-injury network. CS supported the development of a final Safety Action Plan for three jurisdictions in the MetroPlan Orlando Planning Area.

### Miami-Dade DTPW Vision Zero Initiative (MRG)

**Client:** Miami-Dade Department of Transportation and Public Works

**Reference:** Paola Baez, 701 NW 1<sup>st</sup> Court, Suite 1200, Miami, Florida 33136,  
[Paola.Baez@miamidade.gov](mailto:Paola.Baez@miamidade.gov), 786-469-5204

**Budget:** \$265,000

**Project Dates:** 2022–Present

**Project Description:** Since June 2022, MRG staff has led all public engagement efforts for the Vision Zero Plan. MRG staff performed key outreach activities, holding 28 events in one month throughout all Commission Districts, to gather input from the public regarding safety and traffic concerns throughout the County. MRG continues to schedule outreach pop-up events, municipal outreaches, and community events, especially targeting underrepresented communities, to raise awareness of the Vision Zero program (109 events attended to date). MRG prepared surveys, announcements, and public information project collaterals, including giveaways, tablecloths, banners, etc. Materials were translated into Spanish and Creole as well. Additionally, MRG worked with the team to prepare a Social Pinpoint website to gather feedback and track input while interviewing and receiving testimony from victims' families. MRG staff has created, translated, edited, written, and provided the County Communications team with monthly social media posts. MRG also prepared and edited text for the County webpage for the Vision Zero Program.

**Lee County MPO Safe Streets 4 All (SS4A) Comprehensive Safety Action Plan (MRG)**

<b>Client:</b>	Lee County Metropolitan Planning Organization
<b>Reference:</b>	Callandra Barraco, 815 Nicholas Parkway E., Cape Coral, Florida 33990, <a href="mailto:cbarraco@Leempo.com">cbarraco@Leempo.com</a> , 239-244-2220
<b>Budget:</b>	\$39,448.00
<b>Project Dates:</b>	01/2024–Present

**Project Description:** Lee County Safe Streets 4 All (SS4A) Comprehensive Safety Action Plan focuses on improving road safety and reducing serious crashes through public outreach, coordinating meetings, and contributing to the development of an Action Plan that aligns with U.S. DOT and Federal Highway Administration guidelines. Since 2021, she has been instrumental in advancing the Vision Zero Goal as part of the Miami-Dade County Vision Zero Initiative, where she supports the Task Force in public engagement activities, developing Projects and Strategies, and participating in Evaluation and Reporting efforts aimed at eliminating traffic deaths and serious injuries by 2040. MRG is responsible for developing trilingual project collaterals and assist the MPO with conducting two public information meetings.

**Greenville Pedestrian Safety Action Plan and Study (Stantec)**

<b>Client:</b>	City of Greenville
<b>Reference:</b>	Valerie Holmes, PE, 206 S. Main St., Suite 8, Greenville, SC 29601, <a href="mailto:vholmes@greenvillesc.gov">vholmes@greenvillesc.gov</a> , 864-467-4360
<b>Budget:</b>	\$275,000
<b>Project Dates:</b>	02/01/2022–11/30/2022

**Project Description:** Stantec was tasked to develop the City of Greenville's very first pedestrian safety action plan to help reduce the number of crashes involving pedestrians. The Plan focused on the analysis of 64 high-traffic-volume corridors and school zones to provide the basis for prioritization and implementation of pedestrian safety measures. The analysis identified proactive measures, which will improve the safety of all roadway users on City streets and resulted in a prioritized list of viable project recommendations with high benefit/cost ratios which could be candidates for Federal and/or State funding or other City safety-related funding programs. In addition, the City engaged Stantec to provide additional engineering services necessary to enable the Plan to meet the eligibility requirements of the Safe Streets and Roads for All (SS4A) Program funding grants.

**Lee County MPO Safe Streets for All—Safety Action Plan (Stantec)**

<b>Client:</b>	Lee County Metropolitan Planning Organization, Lee County, Florida
<b>Reference:</b>	Don Scott, AICP, 1926 Victoria Avenue, Fort Myers, FL 33901, <a href="mailto:dscott@leempo.com">dscott@leempo.com</a> , 239-244-2220
<b>Budget:</b>	\$375,000
<b>Project Dates:</b>	04/08/2024–Ongoing

**Project Description:** Stantec has been selected by the Lee County Metropolitan Planning Organization (MPO) to produce a Safety Action Plan that will act as a playbook for the MPO to reduce fatal and serious injury crashes within the County. The crash data collection effort for this study includes the use of innovative video analytics tools that track near miss incidents between vehicles, quantifying the frequency and severity of crash risk before a collision takes place. Additionally, Stantec is administering the creation of High-Injury Network (HIN) mapping integrated into an Interactive Crash Data Dashboard (ICDD), which will allow public review and comment on high-crash corridors. Safety improvements

recommended through this study include both policy-based and infrastructure-based measures, ranked in an Implementation Matrix with information on cost magnitudes, timeframes, and crash countermeasure effectiveness. Assignment of these measures to various stakeholders, with timeframes and funding strategies, will ensure accountability between Lee County MPO and its partnering stakeholders in their efforts to reduce fatal and serious injury crashes. Engagement efforts as part of this study has included bike shop tours, a series of four Stakeholder Team Meetings, and two Public Meetings. The availability of the ICDD to the public has ensured a transparent and helpful planning process.

#### Boston Safe Streets for All Grant Support (Stantec)

<b>Client:</b>	City of Boston, Massachusetts
<b>Reference:</b>	Vineet Gupta, 1 City Hall Square Boston, MA 02201, <a href="mailto:vineet.gupta@boston.gov">vineet.gupta@boston.gov</a> , 617-635-2756
<b>Budget:</b>	\$45,000
<b>Project Dates:</b>	2022–2023

**Project Description:** Stantec assisted the City of Boston in securing a \$9 million Implementation Grant through the Safe Streets for All (SS4A) Grant Program in 2022. The City of Boston’s Safety at Key Intersections Project will implement low-cost, high-impact safety strategies at nine high-crash intersections, specifically in underserved and under-resourced neighborhoods. This funding will allow the City of Boston to improve high-crash intersections and areas of critical need, as informed from community discussions and equity and High-Crash Network analyses. Stantec worked with the City of Boston to identify these nine intersections and provide a list of potential interventions to implement. Following this work, Stantec assisted the City of Boston in writing and applying to receive \$14.4 million for a Safe Streets and Roads for All (SS4A) Implementation Discretionary Grant in 2023. With this funding, the City of Boston will upgrade traffic signals at 50 locations across the City, focusing on specific areas in underserved communities along the High-Crash Network. The implementation of new signals aims to achieve a reduction in conflicts between vulnerable road users (such as bicyclists and pedestrians), and drivers, as well as improve overall comfortability for pedestrians navigating intersections with increased use of Leading Pedestrian Intervals and No Turn on Red regulations and signage. Stantec provided the City of Boston with detailed analyses to bolster the application, by conducting a rigorous intersection prioritization analysis, rated by safety factors, nearby vulnerable user groups, and proximity to important transportation, healthcare, and civic destinations.

#### City of Jersey City Traffic Engineering On-Call (Stantec)

<b>Client:</b>	City of Jersey City, New Jersey
<b>Reference:</b>	Jennifer Wong, 280 Grove St. Jersey City, NJ, <a href="mailto:jwong@jcnj.org">jwong@jcnj.org</a> , 201.547.4530
<b>Budget:</b>	\$850,000
<b>Project Dates:</b>	2018–Ongoing

**Project Description:** The City of Jersey City is actively engaging in multiple initiatives to enhance pedestrian, bicycle, and transit circulation and safety throughout the City. As on-call traffic engineers for the City, Stantec has performed multiple task orders, including road diet (lane repurposing) analyses, pedestrian and bicycle improvement plans, signal timing enhancements, and before and after condition studies, among many other tasks.

**Signal Timing, Coordination, and Warrants:** Stantec has completed several tasks to analyze traffic conditions and developed optimized signal timing plans, in NJDOT format, on several corridors. Stantec utilized traffic models in Synchro/SimTraffic to evaluate potential changes to signal phasing and cycle length, balancing vehicular operations with the needs of pedestrians crossing at the study intersections. In addition, Stantec utilized TruTraffic, a specialized program which utilizes field-collected GPS travel time and speed data to develop optimized offsets between intersections to improve vehicle progression

along a corridor. Stantec also has conducted warrant analyses to determine if new traffic signals were needed.

**Road Diets/Ped and Bike Improvements:** Stantec has prepared low-cost, quick-deployment road diet (lane repurposing) striping plans for ten corridors over the past three years ranging in size from 0.5 mile to 2 miles. Stantec utilized aerial imagery to develop the striping plans to restripe each corridor curb-to-curb for protected bicycle lanes, cycle tracks, mixed ped/bike lanes, and pedestrian bump-outs. With an overall timeline of 3 to 6 months for design to implementation, Stantec’s plans have helped the City quickly meet the demand for pedestrian and bicycle improvements without the need for costly curbing and drainage upgrades. We also have conducted before and after studies for the corridors to quantify impacts and provide better data on impacts for future road diets (lane repurposing efforts).

**Corridor Planning:** In addition to the corridor planning studies for the pedestrian and bicycle improvements, Stantec also has completed a planning level analysis for the potential conversion of two-way streets into one-way pairs in order to provide bicycle facilities. Stantec utilized the regional travel demand model to assess how vehicles will redistribute to adjacent roadways, and then, utilizing that data, conducted a capacity analysis in Synchro of nine intersections that were anticipated to be impacted by the volume changes. The study resulted in a decision to go one-way on half of the corridor to avoid significant traffic impacts.

**Worcester Vision Zero Safety Action Plan (Stantec)**

<b>Client:</b>	City of Worcester Department of Transportation and Mobility
<b>Reference:</b>	Betsy Goodrich, 76 E Worcester St. Worcester, MA 01604, <a href="mailto:goodriche@worcesterma.gov">goodriche@worcesterma.gov</a> 508.929.1300 ext. 49034
<b>Budget:</b>	\$250,000
<b>Project Dates:</b>	2024–Ongoing

**Project Description:** The City of Worcester, MA is entering a new era in its approach to mobility and transportation safety. The City’s establishment of a Department of Transportation and Mobility (DTM) sent a clear signal that New England’s second-most populous city is committed to making its streets safer and more equitable by embracing Vision Zero and needed transportation reforms. Stantec is working with Worcester to complete a Safe Streets and Roads for All (SS4A) funded Vision Zero Safety Action Plan. On the heels of a Master Plan and a Mobility Action Plan, and with disproportionately high rates of crashes compared to other cities in Massachusetts, the City is embarking on a plan that takes a comprehensive approach to Vision Zero, including strong and sustained engagement with community stakeholders, identification of high-injury roadways, and enhanced partnerships across municipal departments, including planning, public safety, public works, and more. This plan will be an essential step in Worcester’s journey to zero deaths.

Stantec is leading this effort and is focused on meaningful community engagement paired data-driven recommendations. We led a dynamic initial public meeting featuring Jeff Speck, author of Walkable Cities, to begin a community process of reframing the safety discussion around systemic solutions and the belief that zero deaths is possible, with the right policies. The project also includes two more phases of engagement, including a recent pop-up event, street demonstration project, and several walking-audits in partnership with community organizations.

Our citywide safety analysis is based on crash data, and we also are exploring emerging third-party driver behavior data sources to supplement traditional data. Crashes are neither uniformly nor randomly distributed—therefore we are working to develop a High-Injury Network (HIN) to identify the small percentage of roadways where the majority and most severe crashes occur. The HIN also will be layered together with an equity analysis that explores how overburdened and underserved communities have been impacted by traffic violence.

## 5.0 Approach and Methodology

This section describes the current state of safety in the City of Key West, our understanding of the project, objectives, how equity is interwoven throughout the approach, and the workplan by task. We propose a holistic and robust approach leveraging data analysis, stakeholder and public engagement, policy evaluation, and strategy and project selection to build an implementable and equitable Vision Zero Action Plan.

### 5.1 Background

The City of Key West, renowned for its vibrant culture and natural beauty, faces significant challenges related to traffic safety that necessitate a comprehensive and actionable approach. The City of Key West presents unique transportation challenges due to its geographic landscape, high tourist influx, and vibrant local activity. The combination of narrow roads, limited space for infrastructure expansion, and the predominance of nonmotorized transportation (walking, cycling) necessitates a targeted approach to road safety.

A review of the City's crash statistics between the years 2014–2018, indicates that there were 32 fatal crashes and 420 serious injury crashes (for total of 452 FSI crashes). This number reduced to 17 fatal crashes and 187 serious injury crashes (for a total of 204 FSI crashes) between the years 2019-2023. Although these statistics indicates some positive change and warrant a deeper dive to learn what factors may have contributed to the overall decline, there is a need for ongoing, deliberate, local action to achieve the FHWA's goal of zero transportation-related deaths and serious injuries.

The City's permanent population density of over 27,000 is coupled with a high volume of visitors, which increases the need for pedestrian and bicycle safety initiatives that also may necessitate analysis and examination outside of typical traffic peak-periods. A cursory review of past traffic incidents indicates potential crash hotspots and contributing factors near tourist attractions and busy streets.

To complement and reflect this community's values and unique character, both proposals and our project approach recommendation should align with maintaining the City's charm while enhancing safety. We are confident that our Team's State and national experience enables us to accommodate this delicate balance.

### 5.2 Project Understanding

The success of this Comprehensive Safety Action Plan (CSAP) will depend on the organization, management, and knowledge of the consultant team, the commitment by the City to work with their stakeholders and community partners, and the ability to implement the plan and fund the recommended improvements. We frequently work with agencies to enhance safety, improve mobility, and contribute to overall economic vitality. We take a holistic approach so that each project takes environmental, social, economic, public health, and equity factors into consideration to develop sustainable solutions.

We have selected our project team based on technical expertise, deep knowledge of the diverse needs and characteristics within the City, and a foundational understanding of safety program and project implementation priorities. Our project team members are well versed in data and policy constraints, the need to engage stakeholders early and ensure they have a stake in outcomes, and the critical role of team organization and management in traversing these issues.

To ensure the CSAP incorporates nationwide innovations in local road safety planning, our team features national safety leaders who will “double down on what has worked” and build on innovative solutions utilizing the Safe System Approach nationwide. Our team's knowledge and understanding of developing Safety Action Plans that incorporate a culture of the Safe System Approach is unmatched. This is why the U.S. DOT has repeatedly partnered with CS to develop best practices and guidelines to be utilized for incorporating the Safe System Approach into planning. This is key to helping the City develop a robust, comprehensive, and equitable CSAP that meets all Federal requirements. We also understand that the SS4A process and evaluation by U.S. DOT continues to evolve. Notable changes made in 2023 focus on creating more opportunities for supplemental planning and demonstration projects and standardizing analysis and data collection. Also, “Planning and Demonstration” grants replaced “Action Plan” grants

from Fiscal Year 2022 to better reflect eligible activities that applicants can include in their applications. This keen understanding and attention to detail is essential for communities seeking eventual implementation grants for projects aligned with the Safe System.

## CS Team Approach and Methodology

### Project Management Approach

The CS team understands that the success of this project depends on the skill and commitment of the project team and stakeholders working together, including the City of Key West and other regional partners. We have selected a project team based on technical expertise, knowledge of the region and the State of Florida as a whole, and an understanding of safety program and project implementation priorities. This team will follow the project from the earliest stages of the bidding process through recommendations and final project delivery.

Our project management team consists of Crystal Mercedes, Danena Gaines, and Casey Woodley of CS, along with Matthew Maher of Stantec. Our proposed Project Manager, **Crystal Mercedes, PTP, RSP<sub>1</sub>, IMSA<sub>2</sub>, a Senior Associate**, will be accountable for project performance, provide the primary point of contact for the City of Key West, set the technical direction, review project deliverables, and lead coordination meetings with the City, any relevant stakeholders, and CS team. Crystal will be supported by our Principal-in-Charge (PIC), **Danena Gaines, Ph.D., a Principal** of CS with more than 16 years of transportation safety planning experience. As PIC, Danena will ensure the quality and timeliness of the project, guide Crystal as the Project Manager, and serve as a sounding board for both the City and CS team. Our proposed Deputy Project Manager, **Casey Woodley, PMP, a Sr. Project Manager/Sr. Associate**, will support our Project Manager and provide the secondary point of contact for the City. Casey also will support invoice and monthly progress report development. **Matthew Maher, PE, PTOE**, will support our Project Manager as the overall quality assurance engineer. An organizational chart is located in Section 3.1 and full résumés for our key staff are provided in Appendix A of this response.

Our approach for the City's CSAP is grounded in the following:

- **Navigate the institutional, data, policy, and stakeholder landscape within Monroe County.** Our team includes managers who require no learning curve in ensuring consistency with data, policy and systems, including the project managers who have direct experience managing programs of similar scale, and are well versed in the data and policy constraints this program will face, the need to engage stakeholders early and ensure they have a stake in outcomes, and the critical role of team organization and management in traversing these issues.
- **Integrate the latest research, data, and methods into an agile regional Local Road Safety Plan framework.** To ensure the municipal safety plans are regionally consistent and incorporate nationwide innovations in local road safety planning, our team features national safety leaders who will “double down on what has worked” and build on innovative solutions utilizing the Safe System Approach nationwide.
- **Tailor the regional framework to the City's unique needs.** We recognize the dual roles of this project—to address SHSP Emphasis Areas, and further Toward Zero Deaths (TZD) statewide, while also responding to the context-specific needs of Key West residents and visitors. Together, our team has worked across Florida and nationally. Cambridge Systematics and Stantec are supported by a broad pool of safety planners and data analysts and in partnership with MRG we provide engagement and facilitation experts with ample experience at the regional and local level across Florida.
- **Support the City through clear and compelling graphics, communications, and public relations services.** We will work with our trusted partners and creative design team, to develop custom graphics, public engagement and facilitation plans, and strategies to ensure all internal and external products and communications are centered in the customer experience.
- **An eye for successfully preparing for SS4A Implementation Grant.** Our team realizes that the CSAP is only a part of the SS4A grant opportunities. With a strong CSAP for the region, Implementation Grants are available that can be used on infrastructure, behavioral, and/or operational activities, demonstration activities, supplemental planning, and project-level planning,

design, and development. The CSAP will be designed and delivered with this in mind, to set the City up for future successful SS4A Implementation Grant applications, Highway Safety Improvement Program (HSIP) applications, and other funding opportunities.

The following sections outline our proposed approach for developing and delivering the CSAP based on national recommendations and compliant with Federal requirements necessary for applying for SS4A Implementation Grants.

## Task 1. Project Administration

### 1.1 Project Kickoff Meeting with City of Key West (“City”) Staff

Upon notice of award, the CS Project Manager will coordinate with City staff to schedule the Project Kickoff Meeting via a web/teleconference. CS is prepared to host the web/teleconference and can provide options for the web conferencing platform. We recommend recording this meeting in case there are interested parties who are unable to attend the Kickoff Meeting. The objectives of the Project Kickoff Meeting are to:

- Review project expectations.
- Identify preferred methods for communication with the City staff and any interested partners.
- Confirm project management invoicing, quarterly reporting, and other project management logistics.
- Discuss and document the project risks and potential mitigation measures.
- Review the draft Project Schedule.

### 1.2 General Project Administration

Following the Project Kickoff Meeting, the CS team will provide a written summary of the meeting to confirm the overall project management approach for communication, documentation, and data analysis.

The CS team will present the City with a draft Project Management Plan (PMP) and Project Schedule which will reflect the full project life-cycle, including project initiation, planning, execution, monitoring and controlling, and project closing. The PMP will include the following project artifacts:

- **Project Charter**—CS recommends the development and delivery of a Project Charter within the Project Management Plan. CS will lead development of this artifact and will solicit HOFM’s review. The Project Charter will include the project purpose and/or business need, project objectives, project supporters, key deliverables, and estimated timeline.
- **Project Schedule**—The Project Schedule will include anticipated start and end dates for each project phase, a list of tasks and their assigned resources, identification of task dependencies, and identification of key deliverables.
- **Communication Plan**—The Communication Plan will document contact information for all City staff, the CS team leadership and Task Force members. The Plan will identify the communication channels between City and the CS team, such as biweekly virtual project meetings and biweekly written progress reports, the frequency and medium of those communications, the distribution list of contacts who should be involved in each form of communication, and alternate points of contact in an emergency.
- **Risk Management Plan**—Risk is inherent with any project, including conflicts that may arise regarding staff, resources, and schedules. Our risk management program strives to identify, analyze, prioritize, mitigate, and monitor programmatic risks and key contract vulnerabilities. This plan will include mitigation strategies for preventing those risks from becoming issues. If issues are realized, a team of CS leadership and project team managers will assemble (via web conference) to determine next steps for remediation.
- **Quality Management/Control Plan**—The CS Quality Management/Control Plan will describe our approach to managing the review and editing process of draft work products by the City. The timely review of draft reports and documentation will impact the overall adherence to the Project Schedule. If

the City reviewers have questions and would like to speak directly, CS will schedule a web conference to ensure clear communication.

- **Section 508**—CS has been providing our clients with 508-compliant deliverables for more than 15 years. We understand the importance of accessibility for everyone in our work and take this Federal law seriously. Because of our expertise in this area, CS can ensure that all pertinent final deliverables that we develop will meet Section 508 compliance requirements. We have extensive manuals and checklists and a robust QA/QC process in place to ensure that no element is overlooked.

We believe we can exchange drafts and comments from the City electronically to reach agreement on the approach to be included in the final PMP.

### 1.3 Project Management

CS will be responsible for maintaining a joint-access, web-based repository of project-related documents and artifacts. This will include all aspects of the PMP, as described above. In addition, this web-based project repository will include meeting agendas and minutes, a list of points of contact, photos, and any other project-related information.

#### Task 1 Deliverables

- Up to twelve (biweekly) coordination meetings with the City.
- Agendas, presentations, and meeting minutes for coordination meetings.

### Task 2. Vision Zero Goal

#### 2.1 Vision Zero Goal

Goal setting, along with leadership commitment, are at the heart of an effective Safety Action Plan. The City of Key West has adopted a Vision Zero goal to eliminate serious injuries and traffic fatalities by 2035. This task will convene the Task Force, City staff and the City of Key West Commissioners to get stakeholder and executive management buy-in and identify a shared commitment to eliminate fatalities and serious injuries on roadways within the City.

Near-term targets will be first calculated for the five annual safety performance measures required of State DOTs and MPOs, per the Highway Safety Improvement Program final rule (23 CFR Part 490):

- Number of fatalities.
- Rate of fatalities per vehicle-miles traveled.
- Number of serious injuries.
- Rate of serious injuries per vehicle-miles traveled.
- Number of nonmotorized fatalities and nonmotorized serious injuries.

Based upon FDOT's target-setting methodology for Calendar Year 2023 and in consultation with the Task Force, the forecasts will be adjusted for reasonability and other factors. Following the review of near-term targets, CS will develop medium and long-term projections of one or more long-term targets for consideration by the Task Force. Per the guidance for the CSAPs, the targets will either include:

- The target date for achieving zero roadway fatalities and serious injuries, OR
- An ambitious percentage reduction of roadway fatalities and serious injuries by a specific date with an eventual goal of eliminating roadway fatalities and serious injuries.

For the FHWA Office of Safety, CS is developing approaches for backcasting from the U.S. and peer countries that can be used in a traffic safety context, with accompanying case studies that clearly demonstrate how this planning method can be used to support progress toward zero-based traffic safety visions and goals. The methodologies may include those reflected in the National Cooperative Highway Research Program's [Effective Methods for Setting Transportation Performance Targets \(23-07\)](#) such as Policy-based, Historical Trends, and/or Probabilistic and Risk-based approaches. Additional near- or long-term performance measures for the CSAP may be proposed that are specific to a particular



Emphasis Area, address Transportation Equity considerations, or relate to connected issues such as public health.

The development and adoption of near-term and long-term targets towards zero deaths and serious injuries on public roadways will be guided by the data analysis, stakeholder engagement, and policy review tasks for this project. To reach zero, the City needs buy-in and commitment from stakeholders throughout the City. The Draft CSAP will include a draft official public commitment from the City to an eventual goal of zero roadway fatalities and serious injuries. The specific goal and timeline for eliminating roadway fatalities and serious injuries will be developed and reviewed by the Task Force. A draft resolution template will be developed using best practices CS has utilized nationally and those highlighted in FHWA guidance. We will present the recommendations, goals and targets, and resolution to the City for acceptance. The resolution will memorialize the City's commitment and include direction for solidifying safety as a pillar of the City's performance-based planning and programming process.

## Task 2 Deliverables

- Technical memorandum with recommended strategies for plan support, goals and targets based on the results of the action planning efforts and input from the Task Force, project stakeholders, and the public.

## Task 3. Task Force

### 3.1 Organize and Develop Task Force

The CS team will work with City staff to establish a Task Force to oversee the analysis, development, and implementation of the CSAP. Previous work experience in the community will aid in identifying the stakeholders that should be involved at various stages, from development to implementation of the CSAP. The project team will work with City staff to identify and reach out to the County, FDOT District Six, and other agencies to ensure a robust representation of the community, inclusive of members from various departments, such as planners, engineers, first responders, communications personnel, members of the community, law enforcement, active transportation groups, councils on aging, and representatives from the tourism and hospitality industries. With the daily influx of visitors, Key West's CSAP must address the safety and smooth travel by residents and visitors alike. This process will be encompassing and inclusive. Ideally, a Task Force Chair will be identified who will both champion the policies and recommendations that will emerge throughout development of the plan and who can successfully articulate and advocate for them to the broader Key West community and decision-makers.

Once the Task Force has been established, measurable goals—and potentially a vision statement—will need to be identified and agreed upon. At a high level, goals may include:

- Enhancing safety for all users of the road network, with specific focus on the most vulnerable.
- Improving accessibility and connectivity.
- Promoting sustainable and active transportation options.

### 3.2 Task Force Meetings

The CS team will support the CSAP Task Force through preparation of meeting agendas, presentations and subsequent meeting minutes. It is anticipated that the Task Force will meet approximately six (6) times during the CSAP development. The CS team will facilitate the sharing of our safety planning and analysis findings to gather feedback from Task Force members, particularly for Tasks 4 through 10, with emphasis on the community engagement framework, development of crash analysis methodologies, crash analysis, identification of projects and strategies, project prioritization methodology, evaluation and reporting, and the Key West CSAP.

The Task Force may eventually need to develop subcommittees to focus attention on specific areas such as accessibility, sustainability, policy, funding, evaluation, and/or promotion. The Task Force also may assist with identifying how progress towards the Safe Streets goals is being measured.

### Task 3 Deliverables

- Facilitation of six (6) Task Force meetings during the course of the development of the CSAP.
- In-person attendance at up to three (3) meetings.
- Agendas, presentations, and meeting summaries

### Task 4. Equity Framework

#### 4.1 Draft Equity Framework

The CS team recognizes the important role the CSAP will play in making the City of Key West communities safer, and an equitable plan should be inclusive for all road users, including people from diverse socioeconomic backgrounds. Our team also can assess the impact of equity from multiple perspectives, considering the factors that contribute to transportation insecurity, health vulnerability, social vulnerability, environmental burden, and disaster risk. We will coordinate with City planning staff and the Task Force to build on Key West's vision of zero fatalities and serious injuries by 2035. Our team will augment the information collected from local planning documents to identify disadvantaged communities, including indicators of burdens that these communities face related to climate change, environment, health, and economic opportunity.

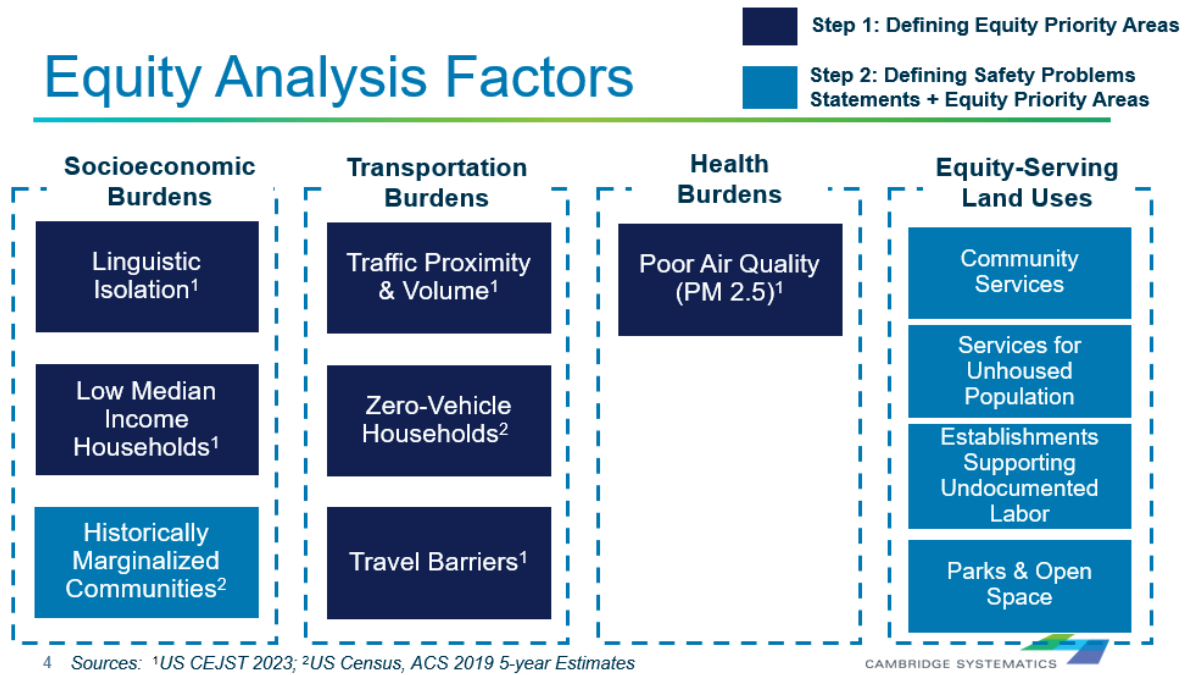
Federal equity data analysis tools, in the absence of State tools can help identify types and levels of disadvantage, such as Climate and Economic Justice Screening Tool (CEJST) analysis factors. The tool helps identify the factors in the City of Key West—low income, linguistic isolation, and low education—for equity considerations. In the absence of a State or regional definition of equity, Federal definitions will assist the City in using best practices in defining equity at a national level, which are the same criteria used in other Federal programs and grant opportunities. It also is publicly available and can be updated by City staff.

These datasets will be summarized at the Census Tract level. This analysis will be conducted in the early phases of the project to support the public outreach strategies to ensure representation and focused outreach to key communities and populations. This step will include geospatial analysis that incorporates the following data sources:

- Low-Median Income Households.
- Unemployment.
- Areas of Persistent Poverty.
- Linguistic isolation.
- High school educational attainment.
- Minority Persons.
- Energy Costs.
- PM<sub>2.5</sub> in the air.
- Life expectancy and other health factors.
- Transportation barriers.
- Legacy pollution, like Brownfields, formerly used defense sites, etc.
- Water and wastewater burdens.

It is crucial to provide deliverables that City of Key West leaders and staff can use throughout the planning and implementation processes. For this reason, the team proposes a set of digestible deliverables ahead of the final technical memorandum. An example (Figure 5.1) from the Laredo-Webb Regional Mobility Authority (Texas) shows the results of the specific priority equity areas, recognizing that there are many areas of need, and there will be a desire to address the most vulnerable within the community. In Laredo-Webb, CS findings of a combination of high crash frequency near schools in census tracts with high linguistic isolation and zero-car households helped the project team to develop a bilingual outreach even at the public library after school. CS utilized findings from outreach and crash analysis to provide a set of performance and output metrics for the agency to evaluate policies, guidelines, and standards related to vulnerable road users. CS helped develop a project prioritization framework that weights equity considerations as 30 percent of a project's score.

**Figure 5.1 Laredo-Webb Regional Mobility Authority Priority Equity Areas (2023)**



**Deliverables**

- Definition of priority equity communities (PPT summary and shapefile formats to be used for Tasks 5-9).
- Draft equity goals for the plan and recommended strategies for equitable engagement to inform Task 5 Community Engagement (PPT summary).
- Existing Conditions of Transportation Safety Outcomes for Key Communities to support Task 6 Crash Analysis (PPT Summary).
- Draft and Final recommendations on policies, actions, and project prioritization rooted in relevant best practices to support Tasks 7 and 8.
- Draft and Final Equity Analysis Problem Statements and Performance Measures to support Tasks 5-9 (PPT Summary).
- Draft and Final Equity Analysis of Project Alternatives to support Tasks 8-9 (Excel format).

**4.2 Equity Framework Technical Memorandum**

The team will produce Equity Framework Technical Memorandum that will summarize data sources, methodology, and initial analysis, as well as a listing of proposed projects and strategies, and an assessment of their equity impacts from the previous subtask. The technical memorandum will provide documentation for identified areas to be updated by City staff.

**Deliverables**

- Draft and Final Equity Framework Technical Memorandum.

**Task 5. Community Engagement**

A plan is only as good as the perspectives it considers. To create the most representative and successful CSAP, this task will span broad collaboration with the many stakeholders throughout the region. This task also will focus public engagement citywide and especially within Transportation Equity and other

disadvantaged communities to capture insights, priorities, and needs. Engagement and collaboration will help the project team and the City to develop context-sensitive and publicly viable solutions for the CSAP. MRG will lead Task 5 with a depth of experience in community outreach and local networks throughout Monroe County. Continuous outreach efforts are necessary to raise awareness of the campaign plan. Timing is essential and, to maintain desired momentum, pop-up in-community events, should shortly precede public workshops. To strengthen overall community involvement, it is essential to maintain a cohesive message throughout the duration of the project. Our proposed approach includes courtesy calls to Council Members prior to formal project initiation. Additionally, surveys, and public information campaign materials must be prepared and disseminated effectively. All materials and promotional items should be translated into Spanish and Creole.

### 5.1 Community Engagement Framework

Our team understands the diversity of the people and geographical uniqueness are part of what makes the City a sustainable, healthy, livable, and economically vibrant place. It also means that careful consideration must go into developing an inclusive and transparent engagement process to meet these diverse needs and appropriately complement the City's motto of "One Human Family."

Drawing on the Project Team's experience with Florida SS4A and Vision Zero studies in Miami-Dade County and Lee County, and focusing on the three priority phases of engagement, our proposed ideas for engagement and collaboration will be highlighted within the Community Engagement Framework Report.

The first priority includes identification of stakeholders which includes those already identified by the City and is expanded to ensure outreach to underserved communities, developing a comprehensive list of participants, communication preferences, an equity analysis and contact information. Our team is committed to creating an equitable outreach process to provide meaningful opportunities for people to share their needs and priorities throughout the development of the Plan. The CSAP engagement strategy will be:

- **Inclusive**—based on our outreach experience on numerous projects and with the goal of providing full and fair participation by all potentially affected residents.
- **Targeted**—providing a variety of the right kind of opportunities for stakeholders, including language and culturally appropriate, attractive materials.
- **Effective**—tracking all outreach activities in a spreadsheet; provide summary notes and key issues lists; respond to inquiries; and draft and translate meeting notices.
- **Cooperative**—working closely with community stakeholders and with other projects whose issues overlap with this project.

#### Task 5.1 Deliverable

- A Technical memorandum detailing the community engagement plan.

### 5.2 Project Webpage, Online Survey, and Social Media

The project team recognizes virtual public engagement strategies such as project websites, social media, and surveys are an important tool to incorporate equity into the public engagement process. These virtual outreach components will ensure information is shared in clear language and provided in a timely manner. We will coordinate with the City to host a Social Pinpoint or survey website to gather feedback, coordinate with County's PIOs, including Kristen Livengood and Adam Lindhart from Sheriff's Office, and coordinate with FDOT District 6 via Cambridge Systems staff. We also propose to work closely with Monroe County Tourist Development Council to improve project visibility.

The project team will provide translation of the materials for the website, media packet, and surveys into Creole and Spanish.

- **Project Website**—The project team will support City Staff in the development of a public-facing project website to share progress and solicit feedback that will be mobile friendly and reader accessible. The website will include City branding and integrate local photos into the composition of the website.

- **Social Media**—Our team will work to develop a social media toolkit, including graphics, text content, and a potential schedule for a variety of social media platforms, potentially including Facebook, X (formerly Twitter), Instagram, and others. This media packet will include language and accompanying graphics for social media posts, email blasts, and one-page flyers.
- **Surveys**—We will use our expertise to support City Staff in the development of up to three electronic surveys to solicit feedback from stakeholders, available in multiple languages. The surveys will be reader-accessible and mobile friendly.

### Task 5.2 Deliverables

- A CSAP development website with City branding.
- Social media and email content and graphics.
- Surveys and summary of results.
- Translation of materials for the website, emails, and surveys.

### 5.3 Public Workshops

Our project team recognizes that true community engagement involves partnership. No one knows a community better than the people who live, work, and advocate for it. Tapping into existing community networks not only helps amplify the reach of the engagement efforts, support community buy-in, and provide meaningful feedback, but it also can help overcome barriers reaching historically marginalized communities.

Our team has employed a full range of virtual and in-person engagement efforts, and we will work with the City and stakeholders to determine the optimal locations for public workshops. The project team will organize, set up, advertise, staff, and summarize up to three (3) hybrid virtual and in-person public workshops. These workshops will align with the three key project milestones (existing conditions and trends, draft strategies and priority areas/projects, and the presentation of the draft CSAP for adoption). Because the intent of these meetings is to solicit meaningful feedback from communities and other stakeholders, the project team will develop highly interactive meeting formats. We also will reach out to local community and business groups to publicize these meetings to their members. Meeting presentations and informational materials will be provided on the project website. Promotional materials for these meetings (such as meeting flyers) will be available in multiple languages. These flyers can be distributed in local libraries, community health centers, local businesses, schools, and other locations. The project team will be responsible for coordinating the meetings, preparing the meeting materials, and attending and presenting at these meetings. Meeting coordination includes ensuring the meetings meet Americans with Disabilities Act (ADA) requirements, access and language services are provided, and are appropriately advertised in community newspapers. The project team will prepare draft presentations and meeting materials for City review prior to the events, as well as meeting summaries after each public forum.

### Task 5.3 Deliverables

- Up to three public workshops.
- Presentation and materials for public workshops.
- Translation and interpretation services for public workshops.
- Meeting and workshop minutes and summaries.

### 5.4 Ongoing Community Events

We understand the importance of meeting people where they are as a part of community engagement. This means hosting meetings in locations that are familiar for participants, conveniently located, and at times and with services that make participation easy. The City will assist the project team in identifying up to two major community events that the Team can leverage as pop-ups to increase awareness of the CSAP, identify issues, and solicit community feedback.

### Task 5.4 Deliverables

- Translation and interpretation services for outreach materials, public forums, and focus groups.
- Technical memorandum with key findings from community events.

### 5.5 Community Engagement Technical Memorandum

CSs and MRG recognize that the most critical aspect of this Community Engagement Framework Report is to clearly demonstrate how feedback, participation, input, outreach, and community acceptance were integral to the plan's development and directly influenced the final recommendations. After all engagement efforts, the team will prepare a summary report encompassing the previous tasks' memoranda and findings into one combined report highlighting all stakeholder and public engagement efforts. This summary will serve as an appendix to the Vision Zero CSAP describing the engagement process, key outcomes, and how equity was incorporated. Our team also will cultivate content from the summary report to use in the CSAP itself as a part of Task 10.

### Task 5.5 Deliverable

- Final technical memoranda outlining the development and results of the community engagement process.

## Task 6. Crash Analysis

CS has extensive experience in the collection and analysis of local agency fatality and serious injury data and is familiar with various datasets and data sources, including but not limited to the Signal 4 Analytics, Fatality Analysis Reporting System, Census, Department of Public Health and Human Services data, motor vehicle information and drivers' records, emergency medical services, roadway inventory/road log, and vehicle-miles traveled. The CS team will conduct a complete and thorough crash data analysis to "tell the story" through data tables and figures about where, when and why crashes are occurring in the region. This analysis will include regional trends, High-Injury Network (HIN) analysis, hotspot analysis, network screening and systemic analysis, and equity analysis. The CS team utilizes a comprehensive menu of safety analyses in studying local road and regional safety.

### 6.1 Data Collection and Development

Accurately assessing locations and transportation networks for potential to improve safety requires analysis beyond simply observing crash trends. Assessing and overlaying roadway characteristics, traffic volumes, and crash data can lead to better short-term and long-term safety solutions. Joining these datasets and observing them together allows for predictive and effective selection of priority locations and systemic network considerations along segments, at intersections, and/or at curves.

The first step in achieving the safety goals of the City of Key West is to understand the key factors affecting safety outcomes throughout the transportation network. CS staff are very experienced in the collection, joining, and analysis of transportation and safety-related data for local jurisdictions, and have delivered many decision-support tools and analyses using a wide variety of data and metrics. CS will work directly with City of Key West to gain access to any geospatial datasets that could be utilized in the systems evaluation, as well as set up any virtual meetings to discuss local data intricacies and anomalies that should be considered when performing the analyses.

A critical piece of the CSAP is to understand the characteristics associated with fatal and serious injury crashes. Fatal and serious injury (FSI) crash reports will be obtained and reviewed to correct or complete errors or omissions in the crash data, such as location or crash type. The analysis performed is only as good as the data; therefore, roadway deaths will be confirmed by cross-checking with the reporting police and health agencies, including Florida Highway Patrol, Monroe County Sheriff's Office, Key West Police Department, and local hospitals if necessary.

As an added value item, a sample of up to fifty (50) FSI crash reports for incidents occurring within City limits will be reviewed to gain a fuller picture of the local crash causes and issues. A memorandum summarizing common trends insight gained from the crash report review effort will be provided.

The CS team has extensive experience working with various data sources. For example, CS utilized the FDOT Roadway Characteristics Inventory (RCI) data, traffic volume data, crash data and other related datasets to conduct comprehensive network screening and systemic safety analysis as part of their support on the FDOT SS2Z program. Additionally, the CS team is adept at gathering additional data required based on project recommendations and stakeholder feedback. The CS team has conducted desktop reviews for additional data collection at priority signalized intersections such as presence of back plates, pedestrian hybrid beacons, etc. CS team will prepare a matrix identifying existing transportation datasets and the limitations that exist within each one as it relates to completing systemic and other safety analyses.

### Deliverables:

- Matrix identifying existing transportation datasets and the limitations.

## 6.2 Develop Crash Analysis Methodologies

In this task, the CS team will propose various methods to identify both geographic and systemic crash trends as identified below:

### Existing Conditions and Historical Trends Analysis

Existing safety and historical trends analysis are used to identify where the safety problems exist. This includes evaluation of observed crash data to determine crash frequency, severity for historical crashes, crash patterns over historical time periods, and crash contributing factors. The outcome of existing safety analysis can be used to identify applicable countermeasures for future safety mitigation during alternatives development and evaluation. Historical safety trends can be discerned by evaluating observed crashes by location, type, time of day, year, severity, presence of overhead lighting, weather, distraction, contributing factors, etc., to determine the presence of any patterns and identify appropriate countermeasures. Figure 5.2 provides an example visualization that CS team developed for existing conditions and historical trends analysis for El Paso County.

**Figure 5.2 Safety Analysis Dashboard (Example)**



The CS team will analyze the historical crash trends to determine overrepresented safety risk factors. This will include measuring:

- Crash frequencies.
- Collision types.
- Time and location factors.
- Mid-block and intersection safety.
- Contributing factors such as time of day, driver impairment, weather conditions.
- Road user types.

### Equity Analysis

The CS team will identify underserved communities in the region using various tools and data sources. This will include review of locally defined datasets, such as the national and statewide equity resources, available census data to identify concentrations of vulnerable communities, and review of existing and past equity analyses done within the region.

National and statewide equity resources include:

- Justice40 Initiative (Interim Guidance).
- FHWA Planning and Equity Tool.

In addition to using statewide and national equity resources, the CS team will review common demographic equity indicators using the most recent data available from the U.S. Census Bureau and other sources. Common indicators often include:

- Race/Communities of color.
- Limited English Proficiency.
- Households without Vehicle Access.
- Commute Modes.
- Low-Income Communities.
- Age (highlighting populations with high concentrations of children and/or seniors).

### Network Analysis

The network analysis includes the evaluation of safety performance metrics to assess relative levels of risk within a transportation system. This will involve analyzing indicators such as crash rates, severity indices, and exposure measures to gauge the overall safety performance of the transportation network. The network screening will be supported by an automated sliding windows analysis to separate the network into finite segments and intersections for additional comparative analyses.

For FDOT, CS conducted a network screening analysis for signalized intersections on State Highway System (SHS). As part of this effort, CS developed a database of crashes and valid intersections and devised methods for structuring relevant data in a meaningful and modular way. CS modeled statewide safety performance functions (SPF) for the purpose of identifying signalized intersections which are candidates for additional safety countermeasures, and produced interactive and static reports and presentations which communicate the results and progress of the STRIDES 2 Zero program to FDOT stakeholders.

### Systemic Safety Analysis

A systemic approach takes a broader view and evaluates risk across an entire roadway system. A systemic approach to safety involves widely implemented improvements based on high-risk roadway features correlated with specific severe crash types. The CS approach to systemic analysis makes use of available tools and best practices such as the Systemic Safety Tool for the FHWA. CS recently developed local and statewide methodologies for systemic analysis and treatment selection for Ulster County, NY, and Florida DOT respectively, as well as others. CS will use the overlaid crash data and other roadway characteristics in Crash Tree Diagrams to assist in the conversations to identify the key risk characteristics that should be addressed, locate those risk characteristics within the network through screening, and address them with low-cost proven countermeasures.

For FDOT, CS developed a Systemic Safety Dashboard tool designed to let traffic safety engineers identify low-cost safety countermeasures that can be implemented systemwide on signalized intersections. The tool uses a crash-tree diagram to sort intersections by geography, context classification, traffic volume, and other characteristics. Using the crash-tree, users can identify which intersection types experience the most severe crashes and use the tool's countermeasures module to learn more about the potential costs and benefits of implementing the suggested countermeasures.

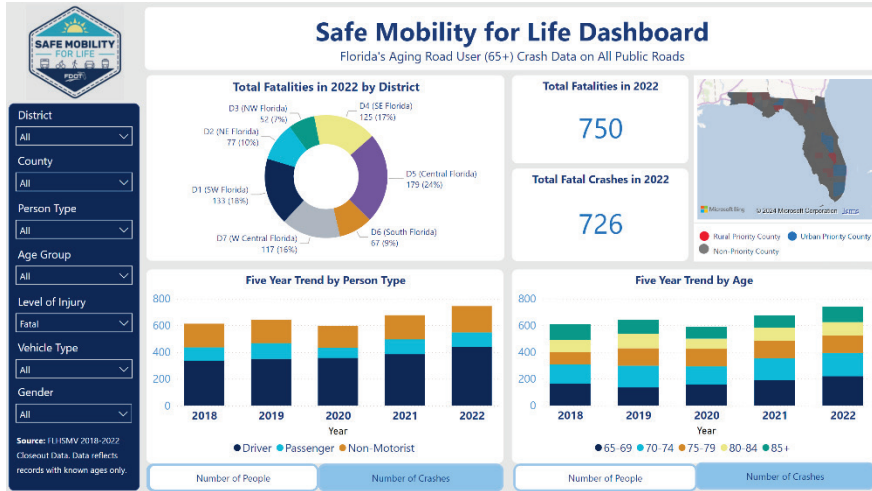


**Deliverable:**

- Summary of crash analysis methodologies that will be conducted for the study.

**6.3 Crash Analysis**

The CS team will process data collected in Task 6.1 to perform the crash analyses as described in Task 6.2. The CS team will perform the analyses and will summarize results—using maps, statistics, and charts. CS team has extensive experience using various visualization tools to convey the results in an easy-to-understand manner. Few examples of such visualizations are provided below.



**Deliverable**

- Results of crash analysis, including visualizations and/or technical memo.

**6.4 Technical Memorandum**

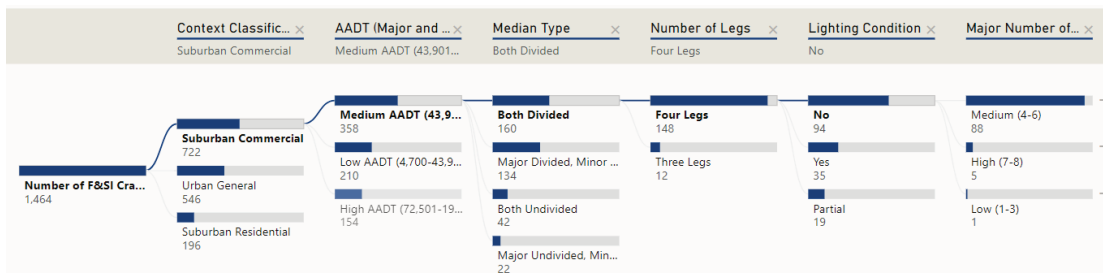
The safety analysis will be documented as part of the memorandum on Crash Analysis for review by the City of Key West. The methodology and incorporated data will be shared in a concise and duplicable manner to allow for future updates to the analysis, as well as creating new methodologies as needed. CS will address any edits or comments prior to finalizing. The results from the data-driven analysis will be made available in an interactive map.

**Deliverable**

- Technical memorandum (draft and final).

**Task 7. Policies, Guidelines and Standards**

Shifting driver behavior involves a policy framework surrounding the Safe Systems Approach. This task will build upon the High-Injury Network (HIN) identified in Task 6, to establish a complementary set of Vision Zero Policy initiatives that reinforce a systemic safety approach. The overarching goal of this task is to cement the interdependence of **all five elements** of a safe transportation system: safe road users, safe vehicles, safe speeds, safe roads, and post-crash care. Stantec will perform services for all subtask items listed.



### 7.1 Review Existing Policies, Guidelines, and Standards

The CS Team will assemble various transportation plans, current policies, standard guidelines and street design specifications for U.S. 1 and local roads that relate with multimodal transportation. An assessment of existing policies will be supplemented by discussion with Task Force members via Task 3 efforts.

A peer review of comparable, well-established municipal Vision Zero and Safety Action Plans within the State of Florida and similar tourist destinations (such as Tampa, West Palm Beach, and Orlando) will be performed to solidify the Team's understanding of current practices that influence safe vehicle behaviors, trends, and shortcomings.

### 7.2 Recommend New and/or Revised Policies, Guidelines, and Standards

Task Force members will actively participate in the identification of policy gaps, or inconsistencies within the current state of City, County, and FDOT District Six policies towards safe mobility. Behavioral campaigns aimed at addressing local high-risk factors that contribute to crashes will be explored and refined. Supplementing this needs assessment will be an identification of transportation disadvantaged community areas, that is, a series of socioeconomic characteristics that share a correlation between underserved populations that share a larger proportion of safety concerns and/or historical disinvestment in public facilities (e.g., zero vehicle households, persons with physical disabilities, persons or households living below the poverty line, higher proportion of seniors or youths, or persons of color). This effort will be guided by U.S. DOT Justice40, or similar data-driven tools at the State or local level.

Within the Safe Systems Approach framework, a citywide Vision Zero Policy will be established and endorsed by stakeholders. These will include policies mentioned by the City in their RFP (speed setting practices with new USLIMITS2 paradigm, signal timing/phasing and ITS strategies, high visibility crosswalk guidance/codes, equity prompts for vulnerable road user investments, etc.) This overall policy forms a regional commitment toward safer outcomes, and strategic goals for eliminating fatalities and serious injuries along our public roadways by a targeted year.



*Members of our Task 7 team, including Jason Schrieber and, Mike Rutkowski, has been working closely with the National Complete Streets Coalition to develop complete street policies and train planning and engineering practitioners across the Nation. These training courses engage stakeholders in communities across the U.S. in interactive work sessions that include Vision Zero initiatives, speed control countermeasures, place-making themes, stormwater best management practices and complete streets design process. To date, Jason and Mike has conducted more than 50 Complete Streets Training workshops on behalf of the Coalition and Smart Growth America.*

### 7.3 Policies, Guidelines and Standards Tech Memo

This technical memorandum will be a documentation of the activities of work performed in Tasks 7.1 and 7.2, including review of existing City policies, review of go-bys, and recommendation of a citywide Vision Zero policy with underlying strategies and goals.

#### Deliverables

- Scan of existing safety policies, guidelines, and standards for the City, County, and FDOT.
- Coordination with the City on a list of Vision Zero and/or Safety Action Plan case studies to review.
- Active participation in project meetings, safety data analysis summaries, development of regional safety goals, and identification of high-risk factors that relate with nonphysical programs or policy enhancements.
- Documentation of a citywide Vision Zero policy in a technical memorandum that prioritizes nonphysical improvement strategies, while also tying into improvements identified in Task 8.

### Task 8. Project and Strategies

Our CS and Stantec team members are experts in the fields of transportation planning, safety, and engineering, which enables us to provide comprehensive services ranging from initial traffic impact studies, transportation modeling, planning, systems engineering, and detailed design, through implementation and performance monitoring. A focus on safety is crucial and must be reflected in all supporting disciplines to be most impactful—working together as a Safe System.

Our proposed strategy for the City's CSAP is centered around the principles of safe mobility, equity, and collaboration.

#### 8.1 Identify Projects and Strategies

The first step in identifying strategies begins with the data analysis in Task 6, stakeholder engagement in Task 5, and policy review in Task 7. This data-driven approach, which will also consider input based on the lived experiences of the public as conveyed during engagement, will enable us to prioritize interventions and allocate resources effectively.


Task 8.1 will identify strategies that both react to crash hotspot locations and proactively upgrade locations systemically with unsafe roadway characteristics. Strategies will reflect the perspectives, safety needs, and concerns of those most affected by traffic safety issues, inclusive of traditionally underserved and overlooked communities. This task also will expand upon the comprehensive policy review to encompass roadway design, traffic management strategies, pedestrian and bicycle infrastructure, speed management, technology readiness, and enforcement protocols. Ongoing stakeholder and Task Force coordination will assist the CS team in developing a better organized and comprehensive plan of action to prioritize projects.

Our team will identify a range of proven and innovative strategies which will not be limited to roadway improvements (engineering) but can also include non-infrastructure programs, such as walking school buses (education), enhanced speed enforcement operations (enforcement), and bicycle helmet giveaway programs (encouragement). Because we realize that when major infrastructure projects are years down the line due to funding programming, planning, design, and construction, quick-build projects represent opportunities to rebalance community mobility and safety needs through a variety of rapid and flexible implementation and multimodal transportation projects, we will also leverage our experiences to develop a framework that roadway owners may use to install and evaluate the effectiveness of quick-build safety projects. Context-appropriate countermeasures and interventions will be developed based on our subject matter expertise, as well as best practices and guidance from FHWA, NACTO, NHTSA, FDOT, and other appropriate design and reference manuals.

## INFRASTRUCTURE AND DESIGN

**STRATEGY 1:** Continue to improve statewide infrastructure and design to protect VRUs

**STRATEGY 2:** Continue to implement countermeasures, programs, and policies to protect VRUs




REMOVE OR MANAGE CONFLICTS	REDUCE VEHICLE SPEEDS	INCREASE ATTENTIVENESS AND AWARENESS
<p><b>SEPARATE USERS IN SPACE</b></p> <ul style="list-style-type: none"> <li><span style="color: #0070c0;">■</span> Bicycle lanes</li> <li><span style="color: #0070c0;">■</span> Protected bike lanes and bike boxes</li> <li><span style="color: #0070c0;">■</span> Medians and pedestrian refuge islands</li> <li><span style="color: #0070c0;">■</span> Road diets</li> <li><span style="color: #0070c0;">■</span> Sidewalks and walkways</li> <li><span style="color: #0070c0;">■</span> Shared use paths</li> </ul> <p><b>SEPARATE USERS IN TIME</b></p> <ul style="list-style-type: none"> <li><span style="color: #0070c0;">■</span> Leading pedestrian interval</li> <li><span style="color: #0070c0;">■</span> Pedestrian hybrid beacons</li> </ul>	<p><b>IMPLEMENT PHYSICAL FEATURES TO SLOW TRAFFIC</b></p> <ul style="list-style-type: none"> <li><span style="color: #0070c0;">■</span> Medians and pedestrian refuge islands</li> <li><span style="color: #0070c0;">■</span> Road diets</li> <li><span style="color: #0070c0;">■</span> Self-enforcing roads</li> <li><span style="color: #0070c0;">■</span> Speed tables</li> </ul>	<p><b>INCREASE VISIBILITY OF VRUs</b></p> <ul style="list-style-type: none"> <li><span style="color: #0070c0;">■</span> Lighting</li> <li><span style="color: #0070c0;">■</span> Advance or in-street warning signage</li> <li><span style="color: #0070c0;">■</span> Pavement markings</li> <li><span style="color: #0070c0;">■</span> Geometric design elements that enhance crosswalk visibility</li> <li><span style="color: #0070c0;">■</span> Rectangular rapid flashing beacons (RRFB)</li> <li><span style="color: #0070c0;">■</span> Leading pedestrian interval</li> </ul>

## EDUCATION AND ENFORCEMENT

**STRATEGY 3:** Educate on safety and awareness of laws regarding VRUs

**STRATEGY 4:** Improve enforcement of existing VRU laws and corrective behaviors



*Potential countermeasures to improve infrastructure and design to protect vulnerable road users, from the [2023 Arkansas Vulnerable Road User Safety Assessment](#).*

In conjunction with infrastructure improvement and policy recommendations, we will develop recommendations for targeted education and awareness campaigns which promote safe behaviors among all road users. We will explore the application of behavioral science principles to develop targeted interventions aimed at changing road user behavior. This may involve the creation of public service announcements, community events, and school-based programs to raise awareness about the importance of traffic safety. Our knowledge of advancements in transportation technology will be leveraged to explore the integration of intelligent transportation systems, data analytics, and emerging safety technologies to enhance the overall safety of the transportation network.

We will evaluate the benefits and appropriateness of collaboration with stakeholders outside of the traditional transportation landscape, such as public health agencies, educational institutions, and private-sector partners, to assist in the development of a coordinated and multidisciplinary Vision Zero approach that addresses road safety challenges from multiple angles. Our team will explore innovative funding mechanisms in addition to the traditionally available grants, such as public-private partnerships and impact investing to fund Vision Zero initiatives.

Each strategy will include applicable uses and appropriate locations, deployment timeframes categorized as short, mid, and long term, estimated cost, any relevant crash modification factors, eligible funding mechanisms, performance metrics, and challenges to implementation. CS created a similar [Countermeasure Selection Toolkit](#) for the Ulster County (NY) Local Road Safety Plan, which categorized intersection and segment countermeasures by type.

Intersection Countermeasure Selection

Table 1 Priority Intersection Infrastructure Strategy Sheets

1. Signal Install/Improvement

**Description:** Installing signals or improving signal attributes or operation to reduce conflict points or reduce likelihood of severe crashes



Category	Eligible Countermeasures	Target Facility	CRF/Effectiveness	Estimated Implementation Cost Per Location	HSIP Funding	Notes
Signal Install/Improvement	Backplates with Retroreflective Borders	Signalized Intersections	15% (All Crashes)	\$10,000 (1)	Eligible	Requires signal strength evaluation
Signal Install/Improvement	Increase Red Signal Head Size	Signalized Intersections	42% (Angle Crashes)	\$400 to \$2,500 (1)	Eligible	
Signal Install/Improvement	Adjust Yellow Change Intervals	Signalized Intersections	36-50% Reduction in red light running	\$5,000 to \$30,000 (1)		FHWA Proven Countermeasure (12)
Signal Install/Improvement	A Properly Timed Protected Left Turn Phase (Left Turn Only Green Light)	Signalized Intersections	16% reduction of left-turn crashes (CMF ID: 4578)	\$5,000 to \$10,000		
Signal Install/Improvement	Restrict Or Eliminate Turning Maneuvers (Including Right Turns On Red)	Signalized Intersections	Reduce 100% crashes related to the affected turning maneuver. 45-62% reduction of crashes. (FL, VA studies)	Since this strategy is implemented through signing, its cost is low. (5)		

Ulster County Road Safety Plan Countermeasure Selection Toolkit.

Task 8.1 Deliverables

- Summarized list of innovative Vision Zero strategies with estimated associated costs and right-of-way requirements.

8.2 Prioritization Methodology

Our Team will work with the City and seek input from the Task Force to develop a methodology for prioritizing projects, policies, and strategies identified in tasks 7 and 8. Established plan goals, elements of the Safe System Approach and Florida Strategic Highway Safety Plan frameworks will be included, and a project prioritization criteria memorandum will be prepared.

The methodology will be data-driven based on a number of factors, including applied Crash Modifications Factors (CMF) of safety policy and infrastructure improvements, roadway cross-section and geometry, context (and other) classification of roadways, equity impact and feasibility, amongst a number of other risk factors.

Task 8.2 Deliverables

- A technical memorandum will be prepared to document the methodology developed to rank policies and projects, input received on such rankings from the Task Force, and underlying data utilized in the ranking methodology, including CMFs, geometric data, etc.

8.3 Prioritize Projects and Strategies

The CS team will prioritize all projects and strategies according to the methodology developed in Task 8.2. Our team will explore innovative funding mechanisms in addition to the traditionally available grants, such as public-private partnerships and impact investing to fund Vision Zero initiatives. Depending

on the recommendation's nature, it may be possible to include improvements using safety funds in already planned or programmed roadway improvement projects.

A list of projects and strategies for the prioritized High-Injury Network will be presented in an implementation matrix that summarizes improvements, categorizes the project by type, and provides an anticipated implementation time (short term, midterm, and long term). This rigorous evaluation process will ensure that selected projects are well positioned to achieve the overall safety objectives. The matrix also will provide cost estimates utilizing cost data available from FDOT and engineering judgment of anticipated impacts to right-of-way, utilities, and the environment. As part of this effort, availability of SS4A and other non-SS4A, funding resources will be researched for their applicability to each infrastructure and policy-based improvement developed by our Team via other work performed in Task 8. We also will solicit input from the Vision Zero Task Force, stakeholders, and community members as a part of the project selection process.

### **Task 8.2 Deliverables**

- A prioritized list of projects and strategies.

### **8.4 Projects and Strategies Technical Memorandum**

At the conclusion of Task 8, we will prepare a summary memorandum capturing all methodologies, findings, and recommendations across the subtasks, which will serve as an appendix in the CSAP and inform the plan's content. The team also will summarize the deliverables in a highly visual and plain language story map with charts, as necessary, for the public.

### **Task 8.4 Deliverables**

- Technical memorandum with recommended strategies and project selection details.
- Presentation and supporting materials, inclusive of maps, diagrams, and charts for presenting the strategy and selected projects activities.

## **Task 9. Evaluation and Reporting**

### **9.1 Evaluation and Reporting Tech Memo**

The CS team will develop an Implementation Annual Report Template that will track annual performance measures and action items, as identified Task 8.4, that agencies, municipalities, and other partners will undertake to improve safety in their region. These actions will indicate staff involved, level of effort, and estimated costs. Performance measures for each action will be identified to allow the City to track efforts related to that action. The list of actions shall be submitted in list format with a short explanation of the purpose for the document.

These action items will align with State's Emphasis Areas and highlight those impacting Transportation Equity. We also will follow the Safe System approach and the U.S. DOT's National Roadway Safety Strategy and recommend integrating the Safe System elements and principles. Actions should be achievable and have clear measures to indicate progress and completion. Timelines, roles, and resources will be listed and defined clearly for accountability.

CS will develop an Implementation Program Annual Report template that includes the following information:

- Recommendations for ensuring that safety and equity data is publicly available annually.
- The champion or organization that agrees to see that the action is implemented.
- A description of the action.
- Effectiveness in reducing fatalities and serious injuries, i.e., CRF or other information.
- Resources required in terms of budget, staff, equipment, etc.
- The output measure(s).
- Where data or information for the output measure can be obtained.

- The timeline for when the action should be completed.

The Implementation Annual Report also will be made available via the project webpage in an interactive dashboard to convey important information such as maps of severe and fatal crashes, crash trend summaries, policy/project/strategy implementation summaries, and an evaluation of progress made toward the City's Vision Zero goals. CS will integrate elements into the City's dashboard, which may be utilized and filtered by location and other safety factors to present and continue to track safety transportation data, as well as implementation status of the plan. Instructions for how to summarize the data results also will be created, including a template for charts and graphs and network screening results.

### Task 9.1 Deliverable

- Technical memorandum that summarizes the evaluation and reporting processes as developed within the Task.

## Task 10. Comprehensive Safety Action Plan

Task 10 is the culmination of all previous tasks involving data analysis, stakeholder engagement, policy review, selection of strategies and projects, target setting, and progress reporting. The most important outcome of this project is a federally compliant CSAP that accurately reflects the priorities, needs, and commitments of all communities within the City of Key West.

This task will draw on the technical memoranda and summary reports produced in earlier tasks to create a public-facing-friendly, targeted, and comprehensive CSAP. Due to the City's planned project scope of work and our proposed approach, the CSAP will include the following key components:

- ✓ **Goal setting** to eliminate roadway fatalities and serious injuries.
- ✓ **Planning structure** and oversight by the City of Key West and Vision Zero Task Force.
- ✓ **Safety analysis** to provide a baseline of trends and existing conditions across High-Injury Networks.
- ✓ **Engagement and collaboration** with a diversity of stakeholders to reflect community representation and insights.
- ✓ **Equity** through inclusive engagement and consideration of inequitable impacts on Transportation Equity populations.
- ✓ **Policy and process changes** to prioritize transportation safety and improve implementation through revised or new policies.
- ✓ **Strategy and project selections** to comprehensively address safety through data-driven and equitable process.
- ✓ **Evaluation and reporting methods**, including tracking performance throughout implementation.

We realize that this CSAP is only one component of the SS4A grant opportunities. With a strong CSAP for the region, Implementation Grants are available that can be used on infrastructure, behavioral, and/or operational activities, demonstration activities, supplemental planning, and project-level planning, design, and development. Our team will design and deliver the CSAP with this in mind, to set up the City for successful SS4A Implementation Grant procurement, as well as implementation through other local, State, and Federal funding mechanisms.

We boast a talented and strong Creative and Graphics team who design visually appealing, professional, and accessible plans. Examples of recent CS-designed plans include the [Alaska SHSP](#), [Arkansas SHSP](#), [Florida SHSP](#), and [Ulster County Road Safety Plan](#). CS will catalog all resources and deliverables in an organized shared project folder following the finalization of the plan, as well as any instructions necessary for future updates, for transferal to the City

### 10.1 Presentations to Relevant Boards

Presentations and supporting materials for the Task Force, Key West Sustainability Advisory Board, the Key West City Commission, and the public will be developed to share the CSAP analysis and outreach

findings and project recommendations. The goal of these presentations will be to share this information with local and regional stakeholders to help support advancement of safety improvement projects.

### Task 10.1 Deliverable

- Presentation and supporting materials for presenting the CSAP to the Key West Sustainability Advisory Board and the Key West City Commission.

### 10.2 CSAP Document

Early in the project, our graphics team will develop a template and outline for the CSAP, with the City’s branding and a consistent aesthetic with other task deliverables, for review by the City. As we develop the CSAP, we will use many visual aids and graphics to summarize complex analyses and results, as well as highlight key points and takeaways for readers. Our team also will build an online story map expressing the key concepts of the CSAP in a visual format, drawing on any story maps created in previous tasks. The draft CSAP and story map will be submitted to the City and the Task Force for several iterations of review and revisions.

**ALASKA STRATEGIC HIGHWAY SAFETY PLAN 2023–2027**

**TOWARD ZERO DEATHS**

**WHAT IS THE STRATEGIC HIGHWAY SAFETY PLAN (SHSP)?**

The SHSP is the statewide coordinated safety plan to reduce fatalities and serious injuries on all public roads in Alaska and is a requirement of the Highway Safety Improvement Program (HSIP) (23 U.S.C. § 148). The five-year plan identifies traffic safety problems, priorities, and planned solutions.

**The SHSP is the roadmap of strategies and actions the Alaska Department of Transportation and Public Facilities (DOT&PF), Alaska Highway Safety Office (AHSO), and our many safety partners will work on collaboratively through 2027 to move toward zero deaths and serious injuries on Alaska's roadways.** Our partners include state, regional, and local agencies, as well as private sector and non-profit/advocacy stakeholders.

The SHSP guides how traffic safety-related plans and programs throughout Alaska will promote a safe transportation system for all road users. The SHSP sets safety priorities for the Statewide Long-Range Transportation Plan, State Transportation Improvement Program, HSIP, Highway Safety Plan, and Commercial Vehicle Safety Plan. The plan reflects the many people, organizations, and agencies serving essential roles to improve safety effectively and innovatively on Alaska's roadways.

**THE SAFE SYSTEM APPROACH AND SHSP EMPHASIS AREAS**

The SHSP is grounded in the Safe System Approach, which consists of six principles and five elements. The Safe System Approach is the core tenet of the National Roadway Safety Strategy to significantly reduce serious injuries on our nation's highways, roads, and streets.

Alaska believes in our shared responsibility to proactively make our roads and vehicles safer for everyone. Multiple elements of the transportation system should address risks and contributing factors to crashes, protecting roadway users through redundancy in case one or more elements fail.

The Emphasis Areas set the priorities for where Alaska has chosen to focus funding, resources, and effort to reduce fatalities and serious injuries. Alaska's four SHSP Emphasis Areas reflect the Safe System Approach elements.

**FOCUS AREA STRATEGIES AND ACTIONS**

Each Emphasis Area has focus Areas that direct Alaska's efforts towards specific types of road users, behaviors, vehicles, and infrastructure.

The Focus Area Teams developed action plans, which considered strategies from the previous SHSP, proven countermeasures, national best practices, and stakeholder input. **Each Focus Area has strategies and actions to address traffic safety through the 4 Es of Traffic Safety.**

**4 Es OF TRAFFIC SAFETY**

- ENGINEERING
- ENFORCEMENT
- EDUCATION
- EMERGENCY RESPONSE

Over the next five years, Alaska's safety partners will implement the SHSP strategies and actions. The SHSP Focus Area teams and Steering Committee will meet regularly to report on progress, address challenges, and review crash trends. These groups will evaluate what works and should continue versus what is not working and should be modified or discontinued.

**Across Focus Areas, team members will:**

- ▶ **CONDUCT** media campaigns, education, and outreach about how to drive and ride safely
- ▶ **IMPLEMENT** proven engineering and roadway design countermeasures
- ▶ **CONDUCT** high visibility enforcement
- ▶ **PROVIDE** training for law enforcement and first responders
- ▶ **COLLECT, ANALYZE, and USE** data to identify and better understand traffic safety issues and possible solutions
- ▶ **DEVELOP** model legislative language and fact sheets for select topics

**ALASKA NEEDS YOUR HELP**

Creating a Safe System depends on all of us. **We need your help to build a culture of safety where everyone believes death and serious injury is unacceptable.** Making personal decisions about safe driving, biking, and walking can save lives and reduce injuries when combined with safe speeds, roadway design, vehicle technologies, and post-crash care. Through it is shared responsibility, we can move Alaska toward zero deaths and serious injuries.

*Two-page fact sheet for the 2023–2027 Alaska Strategic Highway Safety Plan.*

### Task 10.2 Deliverables

- City of Key West CSAP Document in word, pdf, and Story Map formats.
- Catalog of all resources and deliverables.

### Task 11 Implementation Grant Assistance

In order to maximize the impact of the CSAP in Key West, our approach to providing implementation grant assistance will focus on identifying suitable funding opportunities, facilitating application processes, and ensuring compliance with grant requirements. This task is designed to support the City in securing financial resources that will help advance traffic safety initiatives and achieve Vision Zero objectives.



### 11.1 Identify Implementation Grant Projects and Strategies

All members of our Consultant Team have a vested interest in seeing our recommendations advance to design. This is why we are pleased to add a grant writing component to this scope to partner with the County in applying for an implementation grant for the Safe Streets for All (SS4A) to help construct the Safe System and Tactical Urbanism recommendations emerging from this study. We will write and assemble a SS4A grant package to be submitted to the FHWA. After incorporation of one (1) round of combined comments from the City, a final grant package will be assembled and submitted for the City to submit to FHWA in time for the FY25 Notice of Funding Opportunity next spring. The project(s) to be selected for inclusion in the Implementation Grant package will follow from work in Task 8 used to select high-priority safety infrastructure that will have the most impactful benefit of reducing FSI crashes.

### 11.2 Implementation Grant Assistance

The Grant Package to be developed by our team includes the following content, both requested by the City and content that we have found to be helpful on previous Implementation Grant submissions, which have received funding to the tune of tens of millions.

- A robust response to the Selection Criteria which includes:<sup>1</sup>
  - Safety Impact.
  - Equity, Engagement, and Collaboration.
  - Effective Practices and Strategies.
  - Other DOT Strategic Goals.
  - Supplemental Planning and Demonstration Activities (if applicable).
- Materials requested by the City to provide further documentation to the items requested under the Selection Criteria
  - Benefit/Cost Analysis using IHSDM software (Interactive Highway Safety Design Model) to quantify the crash cost reduction “benefit” of the project versus the preliminary order-of-magnitude construction “cost” estimate.
    - » Uses published FDOT crash costs.
    - » Accounts for project cost inflation and other financial projections.
    - » CMFs and forecasted roadway geometry changes utilized.
  - Order-of-magnitude cost estimate for the project(s) selected for the Implementation Grant, including backup sheets, quantities, and takeoffs.
  - Project schedule Gantt chart.
  - Narrative of equity, climate, work force, security, and resiliency impacts of the project(s).
- Spatial analysis and methodology for selected locations, with graphics and maps to support.
- Polished final application report.
- One Grant Package submitted to the City for review.

### Task 11 Deliverables

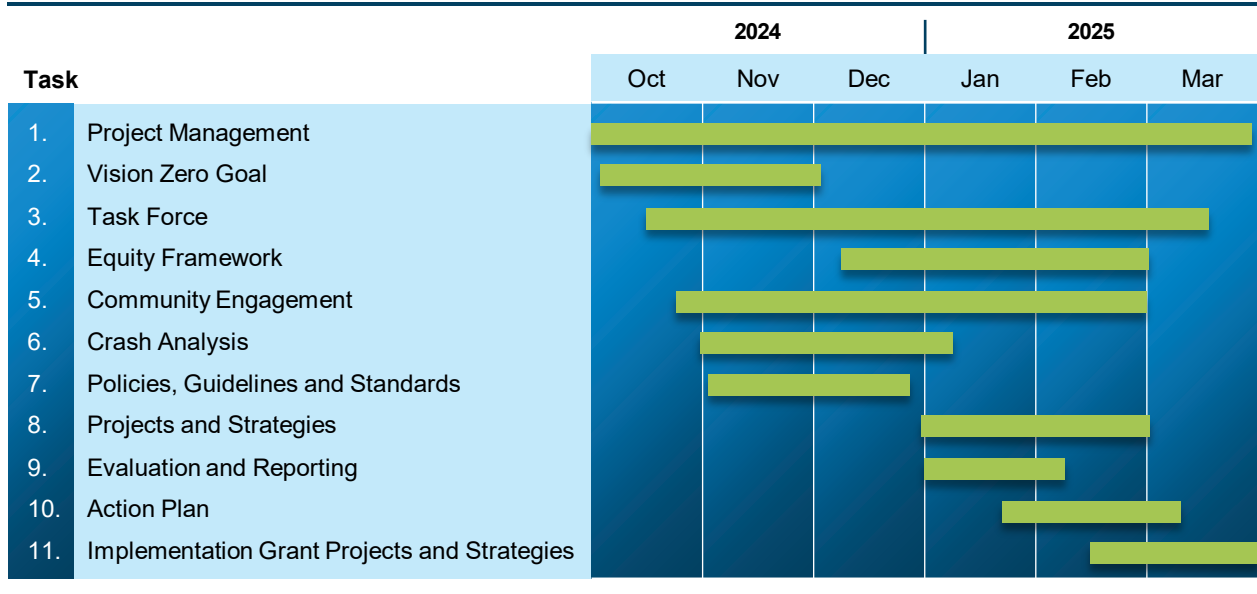
- One Grant Package submitted to the City for their application to the SS4A FY25 Implementation Grant program.
- Provision of all supporting analyses accompanying the package, along with native file format documentation of all items, i.e., costing spreadsheet.

<sup>1</sup> Note: these merit criteria sections are subject to change per the Notice of Funding Opportunity (NOFO).

### 5.3 Project Timeline

The CS Team has developed this project schedule based on the City’s request for a six-month delivery schedule. While many of these CSAP projects usually take 12–18 months, we are confident that we can work with the City and its partners to deliver a data-driven CSAP that the City will be able to implement and update in the future.

**Figure 5.3 CSAP Project Timeline for the City of Key West**





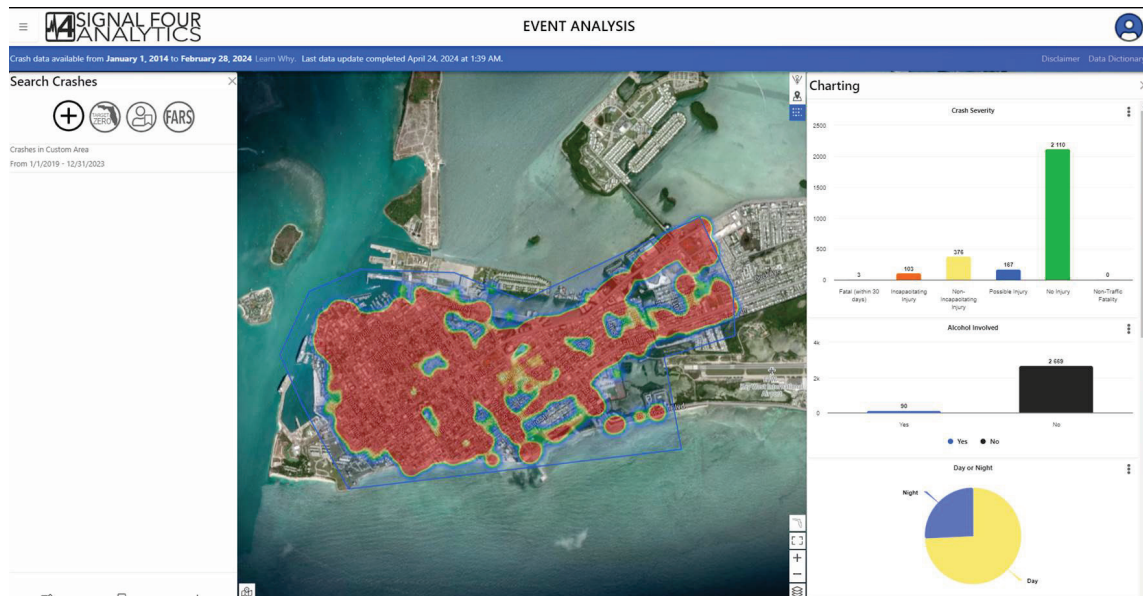
Name	Labor Category	Rate	Task 1		Task 2		Task 3		Task 4		Task 5		Task 6		Task 7		Task 8		Task 9		Task 10		Task 11		Total		
			Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs	Dollars	Hrs
<b>Direct Expenses</b>																											
Travel			\$-		\$3,614		\$2,776		\$-		\$2,626		\$-		\$-		\$3,614		\$-		\$4,733		\$-				\$17,363
Shipping			\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-
Outside Graphics & Copying			\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-
Teleconferencing			\$100		\$100		\$100		\$100		\$100		\$100		\$100		\$100		\$100		\$100		\$100		\$100		\$1,100
Other			\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-
Publications			\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-		\$-
<b>Total Direct Expenses</b>			\$100		\$3,714		\$2,876		\$100		\$2,726		\$100		\$100		\$3,714		\$100		\$4,833		\$100				\$18,463
<b>SUBCONTRACTORS:</b>																											
Stantec			-	\$-	-	\$-	56	\$12,656	-	\$-	48	\$12,556	48	\$9,400	292	\$66,276	52	\$10,492	-	\$-	-	\$-	140	\$30,676	636	\$142,056	
MRG			-	\$-	28	\$3,878	120	\$18,581	-	\$-	168	\$26,139	-	\$-	-	\$-	-	\$-	-	\$-	-	\$-	-	\$-	316	\$48,598	
<b>Total Subcontractors</b>			-	\$-	28	\$3,878	176	\$31,237	-	\$-	216	\$38,695	48	\$9,400	292	\$66,276	52	\$10,492	-	\$-	-	\$-	140	\$30,676	952	\$190,654	
<b>Total Costs</b>			\$35,543		\$26,936		\$47,739		\$16,344		\$61,847		\$42,107		\$75,995		\$49,880		\$13,730		\$29,445		\$39,664			\$439,230	
Fixed Fee		12.00%	\$4,265		\$3,232		\$5,729		\$1,961		\$7,422		\$5,053		\$9,119		\$5,986		\$1,648		\$3,533		\$4,760			\$52,708	
<b>TOTAL PRICE</b>			<b>164</b>	<b>\$39,808</b>	<b>104</b>	<b>\$30,168</b>	<b>246</b>	<b>\$53,468</b>	<b>88</b>	<b>\$18,305</b>	<b>304</b>	<b>\$69,269</b>	<b>228</b>	<b>\$47,160</b>	<b>338</b>	<b>\$85,114</b>	<b>236</b>	<b>\$55,866</b>	<b>72</b>	<b>\$15,378</b>	<b>116</b>	<b>\$32,978</b>	<b>184</b>	<b>\$44,424</b>	<b>2,080</b>	<b>\$491,938</b>	

## 7.0 Knowledge of Key West

Our team possesses a deep understanding of the City of Key West, built upon extensive research, previous project engagements, and firsthand experience within the local community. Key West, as the southernmost city in the continental United States, is not only a picturesque destination known for its unique charm and historical significance but also a City grappling with distinct traffic safety challenges that demand tailored solutions. Key West has made progress in addressing these challenges through various traffic safety initiatives; however, the City acknowledges the necessity for a more robust and coordinated strategy that aligns with the principles of Vision Zero. This philosophy is grounded in the belief that all traffic-related fatalities and serious injuries are preventable, and it seeks to foster a proactive safety culture that prioritizes human life over the convenience of vehicle traffic.

Key West's geographic layout, which is characterized by narrow, winding streets and a high concentration of residential areas, commercial hubs, and tourist attractions, presents unique traffic patterns that differ from other cities. This compact atmosphere fosters a vibrant pedestrian culture while simultaneously increasing the volume of vehicles, bicycles, and scooters sharing the road. Our team is familiar with and understands the City's unique challenges. CS conducted a statewide research study on FHWA Request to Experiment (RTE) studying the R1-6 Gateway Effect at several mid-block crossing throughout the State of Florida. The purpose of this study was to determine whether results of greater driver yield/stop rates and lower pedestrian crash frequencies can be induced at a wide variety of locations and roadway types across Florida. As a part of this study, CS conducted field visits at 5 locations along SR 5/U.S. 1 in Key West. During the field visits, CS collected data on Driver Yielding Data, Vehicle-Pedestrian Conflict Data, and Stopping Distance Data.

Additionally, our subconsultant partner, Stantec, has directly relevant experience conducting crash data collection and analysis services for the City. Below is a crash data capture from Signal Four Analytics centered on the Historic District, which was performed as part of multimodal planning effort for the Duval Street Economic Corridor Resiliency and Revitalization Plan. Crash data was summarized by type (rear end, right angle, etc.), severity (KABCO), lighting condition, road surface condition, and DUI flags to identify overrepresented types of crash data. Furthermore, Stantec is familiar with the stakeholders to be involved with this project, including local processes and initiatives like the City CIP, Community Redevelopment Area (CRA) process, neighborhood plans that identify infrastructure improvements and other enhancements to strengthen the community. These efforts are among the many substantiating our Team's background and experience that contributes to our knowledge and appreciation for the City's traffic safety needs and our commitment to improving infrastructure for all road users.



Successful traffic safety initiatives rely on the input and collaboration of key stakeholders, including City officials, law enforcement, community organizations, and residents. Our team has established relationships with various stakeholders within Key West, providing us with insights into community concerns, perceptions of safety, and existing programs. By leveraging these relationships, we can create a comprehensive plan that reflects the community's needs and priorities.

We are well versed in the regulatory landscape governing traffic safety, including local ordinances, State laws, and Federal guidelines. Our knowledge of the City of Key West's planning documents, such as the Comprehensive Plan and previous safety assessments, will inform our approach and ensure that our recommendations align with ongoing City initiatives and policies.

Our team is committed to staying abreast of emerging trends and best practices in traffic safety from around the country and beyond. By incorporating innovative solutions such as smart traffic management systems and complete streets design principles, we can create a more resilient and safer transportation network for all users in Key West.

Our comprehensive knowledge of the City of Key West—rooted in its geography, community dynamics, safety trends, stakeholder engagement, regulatory context, and innovative practices—positions us uniquely to develop a CSAP that addresses the City's specific challenges and promotes a safer environment for residents and visitors alike. We are dedicated to working collaboratively with the City of Key West to ensure the successful implementation of strategies that enhance traffic safety and overall quality of life in this beloved community.

# Appendix A

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*Résumés*

*Cambridge Systematics, Inc.*





Danena L. Gaines, Ph.D.

Principal



Danena Gaines is a Principal of Cambridge Systematics, Inc. (CS) with 17 years of experience in State and regional transportation safety planning; local road safety plan development; Strategic Highway Safety Plan (SHSP) development, implementation and data collection and analysis; traffic safety research; and local roads safety culture. She provides project management support on national, State, and local transportation safety planning projects. Danena serves as Principal-in-Charge on several recently initiated Safe Streets For All Action plans.

### Relevant Experience

**Ithaca Tompkins County SS4A Joint Safety Action Plan.** CS is leading the development of a Joint Safety Action Plan for the jurisdictions within Tompkins County, via the Safe Streets and Roads for All (SS4A) grant program. The CS team is coordinating a review of safety planning documentation and jurisdictional priorities, as well as national guidance and best practices related to local road safety solutions. As Principal-in-Charge Danena provides strategic technical direction and quality assurance/quality control across all tasks.

**Laredo-Webb County Regional Mobility Authority Safety Action Plan.** CS, as a part of a team is leading an equity-focused analysis, the development of performance measures and analysis of project portfolios for the Laredo-Webb County Regional Mobility Authority Safety Action Plan. The equity analysis utilizes Federal tools and crash inventories but is context sensitive to the communities of Laredo-Webb County, including indicators of burdens related to climate change, environment, health, and economic opportunity. Danena serves as Principal-in-Charge providing senior technical leadership and QA/QC.

**Boston Region Vision Zero Action Plan.** CS is leading the development of the Boston Region Vision Zero Action plan for the Boston Metropolitan Planning Organization (MPO) and its participating communities. The Plan will meet the requirements for the U.S. DOT Safe Streets and Roads for All (SS4A) program. As Principal-in-Charge, Danena is responsible for reviewing all deliverables to ensure that they meet Boston Region MPO's quality standards and requirements.

**FHWA Safe System Solutions in Highway Safety Improvement Projects.** For FHWA, CS is leading a team that will identify Safe System solutions for practitioners to assess how closely the design and operational features of a roadway improvement in a highway safety improvement project align with the Safe System principles and elements. A fact sheet booklet was developed for the Safe System solutions and eight Safe System pilot projects were conducted, with the results used to refine the Safe System solutions. Danena provided QA/QC and subject matter expertise for the fact sheet booklet.

**Strategic Highway Safety Plans.** Danena has managed or supported SHSP updates in North Dakota, Louisiana, South Carolina, Alabama, and Arkansas. As Project Manager, she was responsible for facilitating the SHSP Steering Committee meetings, ensuring compliance with FHWA SHSP Checklist, coordinating stakeholder outreach, and providing quality control and quality assurance for data analysis. Several SHSPs have been updated to include strategies and actions to implement the Safe System approach and additional focus on nontraditional partners to address the SSA elements. SHSPs are required to include a process to track and evaluate progress over time.

### Education

Ph.D., Civil Engineering, Georgia Institute of Technology, 2007  
M.S., Civil Engineering, Georgia Institute of Technology, 2003  
B.S., Civil Engineering, Georgia Institute of Technology, 2002  
B.S., Mathematics, Fort Valley State University, 2000



## Crystal Mercedes, PTP, RSP<sub>1</sub>

Senior Associate

Crystal Mercedes has over 20 years of experience in transportation planning, operations, and safety, which includes 5 years as Senior Transportation Planner at Metropolitan Planning Organizations within Central Florida

### Relevant Experience

**2024–2025 Boston Region MPO Vision Zero Action Plan (VZAP).** Crystal serves as Project Manager for the ongoing development of a VZAP for the Boston Region. She leads a multidisciplinary team in conducting comprehensive analyses of traffic safety data, identifying high-risk areas, and engaging with community stakeholders to gather insights and feedback. The role includes developing strategic initiatives aimed at reducing traffic-related fatalities and serious injuries, as well as collaborating with municipality officials and transportation agencies to align recommendations with broader regional goals.

**2023–2024 MetroPlan Orlando Vision Zero Action Plans.** Crystal, as part of a general consultant team to MetroPlan Orlando, served as Deputy Project Manager, for the development of VZAPs for the Cities of Maitland, Winter Park, and Belle Isle. This effort entailed regular coordination with and updates of agency staff and established working groups, assistance in development of the High Injury Network for each municipality, QA/QC of branding, effective public engagement and outreach coordination to reach a broad audience of residents and receive diverse input, review of existing plans and policies, and evaluation of existing safety conditions and concerns to develop feasible and implementable, short-term, mid-term, and long-term recommendations to improve transportation safety.

**2023–2024 New Jersey SHSP Action Item Research Assistance.** Conducted research to assess and consider best practices and successful projects that promote safe intersection designs, reduce lane departure crashes, and that comply with New Jersey traffic laws/regulations and design guides. Implementation challenges that counties and municipalities encounter when attempting to apply recommended improvements were also reviewed and methods and resources were identified to help counties and municipalities overcome these barriers.

**2023–2024 Caltrans Pedestrian and Bicyclist Design Manual.** As Senior Planner, Crystal assisted in the research effort in support of updating the State's manual with current and best practices for designs to improve pedestrian and bicyclist safety at intersections.

**2023 Triennial Highway Safety Plans.** Crystal served as Project Manager and, in collaboration with Florida Department of Transportation (FDOT) Safety Office Staff, prepared the 2024-2026 HSP consistent with NHTSA requirements. This included the evaluation of Signal 4 Analytics crash data and effectiveness of existing countermeasures in reaching the state's goal of zero fatalities and serious injuries, coordination of outreach efforts, and development of forecast goals. Crystal also provided support to West Virginia and Alaska in the development of their Triennial Highway Safety Plans.

### Education

B.S., Civil Engineering, Embry Riddle Aeronautical University, 2004



## Casey Woodley, PMP

Senior Project Manager (Sr. Associate)

Casey Woodley is a Senior Project Manager (Sr. Associate) at Cambridge Systematics (CS) with over 15 years of experience in project management. She is a certified Project Management Institute Project Management Professional (PMP)®. Casey, who recently returned to CS, was instrumental in establishing the CS Safety practice, working with numerous states on development, implementation, and performance measurement of Strategic Highway Safety Plans (SHSP) for Massachusetts, Rhode Island, New Mexico, Oklahoma, Montana, and Alaska; Strategic Traffic Safety Information System Plans for Massachusetts and Texas; and Highway Safety Improvement Plans (HSIP) for Massachusetts, Rhode Island, and Louisiana. Casey facilitated communication and collaboration among Federal agencies, State departments of transportation (DOT), State and local law enforcement, State highway safety offices, and public health contributors to create data-driven plans to improve safety for all users of the transportation network. Casey spent 10 years working closely with State and local law enforcement and highway safety agencies in Massachusetts to improve officer safety while streamlining and automating the crash reporting process. This work resulted in a reduction in roadside exposure time for law enforcement issuing citations as well as improved data quality.

### Relevant Experience

**Multistate SHSPs.** Casey managed projects to develop, implement, and measure performance of SHSPs for Massachusetts, Rhode Island, New Mexico, Oklahoma, Montana, and Alaska. She was responsible for analyzing and presenting crash data trends relating to the SHSP emphasis areas to help drive support for future safety investments, including developing performance targets for serious injuries, fatalities, and crash rates on State roadways.

**HSIP Implementation Planning.** Casey managed and assisted with the development of HSIP Implementation Plans for Massachusetts, Rhode Island, and Louisiana. She managed the coordination between the State, metropolitan planning organizations (MPO), Federal Highway Administration (FHWA), and other contributors to assess the program and relevant processes, as well as share the purpose and outcomes of the plan.

**Strategic Traffic Safety Information System Planning.** Casey managed projects to develop and implement Strategic Traffic Safety Information System Plans in Massachusetts and Texas. This included making updates to crash reports for greater compliance with the MMUCC, facilitating the TRCC, and development of annual grant applications and annual reports to the National Highway Traffic Safety Administration.

**Transportation Planning.** Casey conducted research and analysis for transportation planning studies for the FHWA, Federal Motor Carrier Safety Administration, NCHRP, State DOTs, MPOs, and the I-95 Corridor Coalition.

### Education

B.A., English and Writing, Marist College, 1996

### Professional Registrations

Six Sigma, White Belt and Yellow Belt—Boston Children's Hospital  
Project Management Professional (PMP)®, 2021

## M. Clay Barnes, AICP

Senior Associate



Clay Barnes is a trusted expert in issues of equity, freight, and safety with 6 years of experience in transportation planning. She brings additional value as a proactive and thoughtful project manager. She currently serves as deputy project manager for FHWA safety and planning Delivery/Indefinite Quantity (IDIQ) contracts. She is focused on supporting States and metropolitan planning organizations (MPO) in their freight and safety plans, needs assessments, and project prioritization. With her background in transportation planning, concurrent with 13 years of experience in communications and facilitation, Clay is skilled at distilling complex layers of technical analysis for diverse audiences.

### Relevant Experience

**Federal Highway Administration Guide for States on Integrating the Safe System Approach in their Strategic Highway Safety Plans (2021–Present).** Conceptualized and focus-grouped a guide for States in utilizing the Safe System Approach in their SHSPs for the Federal Highway Administration.

**Webb County/Laredo, Texas, Safety Action Plan Equity Analysis (2023–Present).** Clay is leading a team to conduct equity analysis in Webb County, providing a framework using socioeconomic factors unique to the U.S.-Mexico border region, and implementing the framework for conducting analysis. This work will inform safety analysis in identifying treatments and countermeasures for improving safety.

**Texas Department of Transportation (TxDOT) El Paso and Houston Area Equity Analysis for a Truck Parking Study (2023–2024).** Clay led a team analyzing truck parking in overburdened communities. She updated the methodology from the 2022 Texas State Freight Plan that took into consideration 12 socioeconomic factors. The analysis will also provide best practices in mitigating the negative impacts of truck parking on overburdened communities in El Paso and Houston TxDOT districts.

**Virginia Strategic Highway Safety Plan (SHSP) and Implementation (2021–Present).** Clay helped develop the Commonwealth's 2022-2026 SHSP and is now working to implement the Safe System Approach with the Virginia DOT (VDOT) and Department of Motor Vehicles (DMV). The work involves external and internal organization of the agencies' steering committee and facilitating engagement with MPOs, State police, emergency response, department of health, and the public.

**Maryland DOT Office of Planning and Capital Programming On-Call (2020–Present).** Barnes is the Subject Matter Expert on four tasks that develop and track MDOT's performance measures. She works with 7 modal administrations under MDOT in reporting, writing and helping to design the annual Attainment Report and Measuring For Results budgeting report.

**New Jersey Department of Transportation (NJDOT) Freight Plan's Equity Chapter (2022).** Clay developed a methodology and analysis of existing conditions, incorporating both State and Federal definitions of overburdened communities, overlaying the network and freight land use. The resulting analysis and recommendations provide a framework for NJDOT's freight project prioritization with considerations of past burdens and future opportunities to bring benefits to historically disadvantaged communities.

### Education and Certifications

Master degree in City and Regional Planning, University of North Carolina at Chapel Hill, 2020  
Bachelor degree in Communications and Political Science, University of Miami, 1998  
American Institute of Certified Planners (AICP) Certification #: 35907



## Venkata S. (Praveen) Pasumarthy, P.E., PTOE

Principal



Praveen Pasumarthy has more than 20 years of diversified transportation planning and policy experience. He is serving as a project manager on multiple Florida Department of Transportation (FDOT) contracts and projects. He has successfully delivered multiple projects with high quality, within budget and on schedule. His technical expertise includes safety data analysis and evaluation, data management, performance measurement, corridor mobility studies, traffic simulation modeling and long range transportation plans.

### Relevant Experience

**FDOT STRIDES 2 Zero.** Praveen supports a Florida Department of Transportation (FDOT) initiative for analyzing the effectiveness of safety interventions at or around intersections. He oversaw the development of a database of crashes and intersections along State Highway System. He oversaw and reviewed methods for structuring relevant data to model statewide safety performance functions (SPFs) for the purpose of identifying signalized intersections which are candidates for safety countermeasures.

**FDOT Vital Few Safety Analysis.** Praveen is part of the team to conduct analysis focused on identifying the top locations for fatal and serious injury lane departure and intersection crashes. As a part of this analysis, crash data for 2016-2020 from FDOT Crash Analysis Reporting System (CARS) was analyzed and locations that account for the approximately the top 20 percent of fatal and serious injury lane departure and intersection crashes were identified.

**FDOT Safe Mobility for Life Coalition.** Praveen supports the Traffic Engineering and Operations Office for its Safe Mobility for Life Coalition with technical analyses. He oversees the compilation and processing of various datasets, conducts analyses, and produces communication materials to help understand the state and needs of Florida's aging road users.

**FDOT Vulnerable Road User (VRU) Assessment.** Praveen led the data analysis team helping FDOT meet the U.S. DOT requirements for conducting a systematic assessment of VRU fatalities and serious injuries along Florida roadways. Praveen's contributions include interpreting Federal guidance to conduct the VRU assessment, developing a methodology for the analysis, reviewing the results of the analysis and summarizing the findings in a final report.

**ARDOT Safety and Mobility Data Business Plan.** Praveen served as a project manager with Arkansas DOT developing a Safety and Mobility Data Business Plan for Arkansas that ensures ARDOT can meet current and future business needs for safety and mobility data, comply with state and Federal requirements, and improve agency transparency and excellence by organizing, collaborating, collecting, analyzing, and reporting safety and mobility data.

### Education

M.S., Civil Engineering, Virginia Polytechnic Institute & State University, 2004  
B.S., Civil Engineering, Indian Institute of Technology Madras, 2002



## Rafael Almario

Analyst Mid I (Associate)

Rafael Almario is an Analyst Mid I (Associate) at Cambridge Systematics, Inc. (CS) with a background in data analytics, performance management, and data governance. Having valuable experience in data business planning and data gap assessments, he also has hands-on knowledge with various data sources, such as vendor probe speed data, weigh-in-motion data, crash data, Highway Performance Monitoring System (HPMS), and State Department of Transportation (DOT) Linear Referencing Systems. He also has supported and documented data sharing partnerships, data standards, and governance structures to help agencies improve data management and governance activities.

### Relevant Experience

**Florida DOT Vital Few—Safety.** Rafael helped lead and structure an analysis performed for Florida DOT's Central Office that identified the top locations for lane departure and intersection crashes, based on crash frequency and geographic proximity. This was done using crash database analysis and geospatial computing to generate a list of roadway segments and intersections that can be then monitored over time.

**Florida DOT Safe Mobility for Life Coalition.** Rafael supported the Traffic Engineering and Operations Office for its Safe Mobility for Life Coalition with technical analyses. He compiled various datasets, conducted analyses, and produced communication materials to help understand the state and needs of Florida's aging road users. Rafael led an effort to systematically improve the data processing mechanism to calculate various statistics and determine priority counties.

**The Florida State University Bicycle and Pedestrian Study.** Prior to joining CS, Rafael worked as a Research Assistant for a variety of projects, the most prominent being a co-author on a study on bicycle and pedestrian plans in the U.S. central east coast with Dr. Michael Duncan. Rafael contributed with data gathering, analysis, interviews, and writing.

**Federal Highway Administration State and Local Data Business Plan.** Rafael was involved in a Federal Highway Administration (FHWA) initiative to provide technical assistance to State and local jurisdictions in the implementation of a mobility Data Business Plan.

**Florida DOT Mobility Performance Measures.** Rafael was a key member of the consultant team assisting the Florida DOT in its Mobility Performance Measures Program statewide initiative, helping conduct stakeholder outreach and analytical work that sought to assess mobility and congestion from a multimodal perspective. In this role, he led various initiatives, including advancing several performance measures, such as travel time reliability, travel time variability, cost of delay, and various geographic information system (GIS)-based measures.

**Florida DOT Roadway Characteristics Inventory/HPMS Support.** Rafael currently is supporting Florida DOT's Office of Transportation Data and Analytics with its HPMS and Roadway Characteristics Inventory processes, including technical and organizational assistance. Rafael has assisted this office with programmatic reviews and analyses, assessments of data processes, and documentation.

### Education

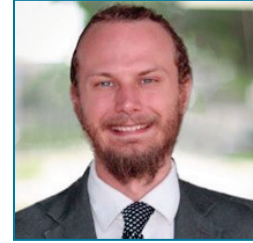
M.S., Urban and Regional Planning-Transportation, Florida State University, 2015

M.M., Music Theory and Composition, Florida State University, 2013

B.M., Music Performance-Violin, Shenandoah Conservatory, Virginia, 2011

### Professional Affiliations

American Planning Association



Alan P. Amidon

Junior Analyst

Alan Amidon's professional focus lies at the intersection of traffic safety and emerging mobility. He is specifically interested in how vulnerable road users and how active modes can make the transportation system safer and more resilient. Alan earned his Masters of Science in Planning (MSP) from Florida State University's Department of Urban and Regional Planning specializing in transportation and environmental planning.

### Relevant Experience

**Florida DOT Traffic Safety Coalitions.** Alan provides administrative support to the Florida Occupant Protection Coalition, Florida Impaired Driving Coalition, Florida Teen Safe Driving Coalition, and the Florida Traffic Records Coordinating Committee. Duties include preparing meeting materials, assisting and supporting team facilitators, and coordinating with Creative Services for website updates and maintenance. Florida's Traffic Safety Coalitions are key to the implementation of Florida's strategies to achieve Florida's Safety Performance Measure targets.

**Florida DOT Highway Safety Plan.** Alan supports the development of Florida's Triennial Highway Safety Plan and Annual Grant Application in addition to numerous on call support projects and tasks from the Florida State Safety Office. Responsibilities include coordination, presentation development, quality assurance, and project delivery.

**Florida DOT Highway Safety Improvement Plan.** Alan assists in the research and coordination into the annual Highway Safety Improvement Plan. Responsibilities include updating content to align with latest strategies utilized by FDOT for problem identification and performance management.

**Florida DOT District 4 First and Last Mile Safety Improvements at Transit Stops.** While at a previous firm Alan assisted in updating part of a report researching First and Last Mile safety improvements at transit stops within FDOT District 4, Alan pulled, cleaned, analyzed, and mapped crash data to inform safety updates to walksheds of transit stops.

**Westshore Alliance Micromobility Data Collection Program Services.** While with a previous firm, Alan provided Strategic Program and Data Collection Services at three sites in the Westshore District of Tampa, FL. Alan's responsibilities include data analyses for client distribution and meeting preparation.

**Tampa Hillsborough Expressway Authority Micromobility Strategic Planning and Data Collection Program.** While with a previous firm, Alan provided Strategic Program and Data Collection Services on three multi-use facilities owned by the Tampa Hillsborough Expressway Authority (THEA). This project informed THEA's Greenways Master Plan Update. Alan's responsibilities include meeting preparation, virtual and on-site site selection, as well as data analyses for client distribution.

### Education

M.S.P., Urban and Regional Planning, Florida State University  
B.S., Political Science, Florida State University

### Professional Affiliations

Member, American Planning Association, Florida Chapter  
Member, Association of Pedestrian and Bicycle Professionals  
Member, Florida Bicycle Association



**Shrikant G. Fulari**  
Analyst Mid I (Associate)

Shrikant Fulari is an Analyst Mid I (Associate) with six years of experience in traffic operations. His work areas include transportation system management and operations, transportation data analysis, intelligent transportation systems, traffic signals analysis, travel time analysis and traffic safety studies. He has been involved in diverse projects focused on integrated corridor management, managed lanes operations, connected and autonomous vehicles, and Dynamic Traffic Assignment (DTA) simulations. Shrikant's simulation/intersection analysis skills include AIMSUN, VISSIM, TransModeler, VISTRO and SYNCHRO. His spatial analysis skills include QGIS and ArcGIS, while his programming and visualization skills include Python, MATLAB, R Studio, Tableau and JMP.

### Relevant Experience

**Florida DOT I-95 Microsimulation Model.** For the Florida DOT, Shrikant contributed to design, calibration, and analysis of the VISSIM microscopic simulation models for the suggested build and no-build alternatives for I-95. This corridor comprised of managed lanes which operated based on dynamic tolling system. Shrikant also contributed to the detailed analysis of comparison of operational improvements for future build and no-build scenarios.

**WMATA Fare Services Model.** For the Washington Metropolitan Area Transit Authority (WMATA), Shrikant supports the transition of the fare services model between platforms in the back end, and development of Tableau dashboards for visualizing the changes to the fare services model in the front end.

**Huntington Area Transportation Study.** For the Fairfax County Department of Transportation (DOT) Huntington Area Transportation Study, Shrikant aided in design and analysis of the future alternatives VISSIM microsimulation models for three scenarios. He performed the tasks of running DTA simulations for these scenarios followed by model evaluations. He also prepared detailed output summaries for comparing existing, no-build, and mitigation scenarios

**CDA O'Hare Airport microsimulation.** For the Chicago DOT and Chicago Department of Aviation (CDA), Shrikant aided in developing the VISSIM microsimulation model for the corridor surrounding Chicago O'Hare airport. He has also contributed to the video data extraction, developing signal timing plans, developing the origin destination (O-D) matrices, and updating the performance evaluation metrics. He also supported the tasks of using SYNCHRO for intersection signal optimization.

**New York City DOT Manhattan Traffic Model.** For the New York City DOT project, Shrikant contributed to data pre-processing for O-D matrices, implementing parking regulations in the AIMSUN model and updating the network geometry. He also helped in updating the calibration methodology and report.

### Education

M. Eng., Civil Engineering, Virginia Tech, USA, 2017

M.S., Civil Engineering, Indian Institute of Technology, Madras, India, 2015

B.Tech., Civil Engineering, Walchand College of Engineering, Sangli, India, 2011





## Charly Gutierrez

Transportation Analyst

Charly Gutierrez is a Transportation Analyst of Cambridge Systematics (CS) with four years of experience in transportation safety planning, transit planning, geographic information system software (Esri), LiDAR data, grant writing, community development, and land use planning.

### Relevant Experience

**Texas Department of Transportation (TxDOT) Grant Development. August 2024–Present.** Charly, as part of a team, to design TxDOT templates in ArcGIS Pro for upcoming grant projects.

**MetroPlan Orlando. March 2024–Present.** For 2050 Metropolitan Transportation Plan Orlando, Charly, as part of a team, is performing an analysis of the factors driving change that may influence the future of Central Florida's transportation system, potentially affecting the goals, objectives, strategies, and investments outlined in the 2050 MTP.

**Florida Department of Transportation (FDOT) Seaport: Foreign-Trade Zones. May 2024.** Charly, as part of a team, performed maps and edits in ArcGIS Pro for all foreign trade zone, fuel, and pipeline.

**Texas Department of Transportation (TxDOT) Statewide Transportation Improvement Plan (STIP). February 2024.** Charly, as part of a team, is conducting a comprehensive review of Texas Department of Transportation's existing FFY2023-2026 Statewide Transportation Improvement Plan (STIP) to identify any issues, inconsistencies, or omission related to compliance with local, state, and Federal regulatory requirements.

**Grant RAISE Application—Muskegon Heights, Michigan. February 2024.** Charly, as part of a team, was responsible for drafting a complete Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant application for the City of Muskegon Heights.

**Indiana Department of Transportation (INDOT) Vulnerable Road User (VRU) Safety Assessment. September–October 2023.** For the Indiana Department of Transportation (INDOT), Charly, as part of a team, conducted a network screening analysis of all fatalities and serious injuries on state and local roadways for Indiana's Vulnerable Road User (VRU) Safety Assessment within the GIS framework. Additionally, Charly created an interactive web map application to geospatially visualize the high-risk VRU segments and intersections areas within the state of Indiana.

**Florida Department of Transportation (FDOT) Resilience Improvement Plan. June 2023–January 2024.** For the Florida Department of Transportation (FDOT), Charly, as part of a team, is currently executing geospatial analysis to prioritize the state and local hazard mitigation plans and strategies within a GIS framework for the Resilience Improvement Plan.

**City of Tampa Vision Zero Action Plan. January–March 2022.** Charly, as part of a team, reviewed and converted the City's Vision Zero Action Plan to ADA Accessibility Compliance. In addition, Charly created infographics and designed application forms for the City's Vision Zero programs such as Open-Streets and Paint the Pavement.

### Education

Master of Urban and Regional Planning (M.U.R.P.), University of South Florida, 2023  
Geographic Information Science (GIS) Graduate Certificate, University of South Florida, 2023  
Community Development Graduate Certificate, University of South Florida, 2023  
Bachelor of Urban Studies: Concentration in Architecture, University of South Florida, 2020



## Levon Mikaelian

Analyst

Levon Mikaelian is an Analyst at Cambridge Systematics (CS) specializing in spatial and network analysis using GIS and scripting tools. He has spent over four years with CS. He previously spent five years researching topics related to spatial statistical analysis of the relationships between multimodal transportation networks and socioeconomic outcomes at multiple geographic scales, and recreating historical transit systems' general transit feed specification data. Levon's software skills include ArcGIS, QGIS, TransCAD, Tableau, Power BI, R Shiny, Linux, CPLEX, and OpenTripPlanner. He also has coding experience in Python, R, Scala, SAS, Stata, C++, LaTeX, Markdown, MATLAB, HTML, LP, and Git.

### Relevant Experience

**FDOT STRIDES 2 Zero (2019–present).** Levon began work on a Florida Department of Transportation (FDOT) initiative for analyzing the effectiveness of safety interventions at or around intersections. Collaborated with a sub-consultant and the client to build out the initial database of crashes and valid intersections. Devised methods for structuring relevant data in a meaningful and modular way. Modeled statewide safety performance functions (SPFs) for the purpose of identifying signalized intersections which are candidates for additional safety countermeasures. Produced interactive and static reports and presentations which communicate the results and progress of the STRIDES 2 Zero program to FDOT stakeholders.

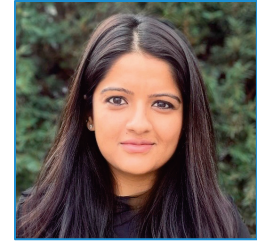
**FDOT Safe Mobility For Life (2019–present).** Levon supports the Florida Department of Transportation (FDOT) Safe Mobility For Life (SMFL) program by conducting crash analyses of intersections on Florida roadways with the intention of identifying locations where aging road users experience the most fatalities and serious injuries. Program support also involves maintaining Power BI interactive charts for the SMFL website and Geographic Information System (GIS) layers on the Department's eTraffic ArcGIS web application.

**FDOT Vulnerable Road User Assessment (2023).** Levon is part of the team helping FDOT meet the United States Department of Transportation (U.S. DOT) requirements for conducting a systematic assessment of vulnerable road user fatalities and serious injuries along Florida roadways. His contributions include interpreting Federal guideline documents to determine, developing a methodology for the analysis, processing crash and roadway data, building a dashboard in ArcGIS Online, and disseminating findings to the client.

**FDOT Strategic Highway Safety Plan (2021).** Levon contributed to the updating of Florida's Strategic Highway Safety Plan (SHSP). Using scripting tools, he helped compile statistics crash and safety statistics across millions of data entries in multiple databases.

### Education

Ph.D., Geography, Florida State University, (in progress)  
M.S., Economics, Florida State University, 2015  
M.A., Economics, University of South Florida, 2013  
B.A., Economics, University of Central Florida, 2011



## Seema Singh, Ph.D.

Analyst Mid I (Associate)

Seema Singh is an Analyst Mid I (Associate) at Cambridge Systematics, Inc. (CS) with 10+ years of experience at the research-policy-action and education interfaces in sustainable development, transportation planning, and social justice. Seema has experience working with the public and private sectors and with non-profit entities. Seema recently obtained a Ph.D. in City and Regional Planning from Cornell University where her research focused on gender and equity issues in transportation.

### Relevant Experience

**Massachusetts DOT Beyond Mobility 2050.** CS is preparing the 2050 update to the Statewide Long-Range Transportation Plan (LRTP) for the Massachusetts Department of Transportation (DOT). The LRTP will communicate to the public the current context of transportation in Massachusetts; the direction in which the Massachusetts DOT hopes to move in the future; the agency's vision and goals; and how the DOT will achieve those goals. Seema has assisted the team with data analysis of existing data and compiling the safety thematic area for the report.

**Massachusetts DOT MBTA Fare Policy Review.** For the Massachusetts DOT, in partnership with the Massachusetts Bay Transportation Authority (MBTA), CS is leading a team to conduct a comprehensive review of the MBTA's fare structure. Currently, the fare structure has a large number of potential price points depending on mode used, fare medium, transfers, discounts, travel location, and travel distance. This study will review the MBTA's fare policy and identify opportunities to improve the customer experience, enhance equity, and support financial sustainability. Seema is assisting with stakeholder interviews.

**Vermont DOT Policy and Planning Consultant Services 2021—FRA Corridor.** CS supported the Vermont Agency of Transportation in preparing three intercity rail applications for the Fiscal Year 2022 Federal Railroad Administration's (FRA) Corridor Identification and Development Program. Seema wrote parts of a grant proposal for the Green Mountain Corridor, a new passenger rail corridor between Albany/Rensselaer, NY and Rutland VT via Bennington, VT.

**CapMetro Title VI Service Equity Analysis Framework.** For Capital Metro (CapMetro) in Texas As a Transportation Analyst, Dr. Singh is supporting development of a service equity analysis framework to expand the in-house capacity of CapMetro in meeting the Title VI requirements of the Civil Rights Act of 1964; and more broadly to pursue a more equitable transportation system in Austin. This work includes interviews with other transit agencies and synthesizing findings into a supporting framework that helps improve decision-making around service changes.

### Education

Ph.D., City and Regional Planning, Cornell University, 2022  
Master of Infrastructure Planning, CEPT University, India, 2012  
Bachelor of Architecture, Panjab University, India, 2010

## Prashanth S. Venkataram, Ph.D.

Analyst Jr. II (Senior Professional)



Prashanth S. Venkataram is an Analyst Jr. II (Senior Professional) at Cambridge Systematics, Inc. (CS) with over five years of experience. He is an experienced researcher and team leader focused on improving transportation accessibility for all through quantitative & qualitative analysis, stakeholder engagement, and regulatory engagement. Prior to joining CS, Prashanth was a postdoctoral researcher at the University of California, Davis, Institute of Transportation Studies (ITS-Davis). He has served as a SmartDrivingCar panelist for usability considerations of drivers with disabilities using autonomous vehicles, and was a featured professional expert on the Arrested Mobility podcast and the Disability Rap podcast for the topic of transportation for people with disabilities.

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### Relevant Experience

**Travel Behavior of People with Disabilities.** Prior to joining CS, Prashanth wrote grant proposals winning \$180,000 of funding from Caltrans between 2021-2023 to use focus groups and a survey to capture the travel behavior of people with and without disabilities in California. The focus group has captured the qualitative problems with transportation facing people with disabilities. Prashanth designed, conducted, and oversaw qualitative and quantitative data analysis (including descriptive statistical analyses and discrete choice modeling) of the focus group and survey, leveraging partnerships with disability-focused community-based organizations (CBOs) to design the study and recruit participants.

**Travel Behavior of Those Who Have Experienced Road Collisions.** Prior to joining CS, Prashanth wrote grant proposals winning \$125,000 of funding between 2022-2024 from the state of California, via the University of California Institute of Transportation Studies (UC ITS), to use interviews and focus groups to capture how people who experience road collisions may in turn experience changes in their travel behavior. Prashanth designed, conducted, and oversaw qualitative data analysis of these interviews and focus groups, leveraging partnerships with interview subjects and other CBOs to recruit focus group participants.

**Regulations of Ride hailing Relevant to People with Disabilities.** Prior to Prashanth joining CS, ITS-Davis researchers tracked regulatory proceedings of and submitted official comments about those proceedings to the California Public Utilities Commission (CPUC) regarding performance metrics of ride hailing services in California. Prashanth contributed to those comments his expertise about performance metrics relevant to people who use wheelchairs as well as people with disabilities more broadly, and he worked with ITS-Davis researchers to publish blog posts explaining these proceedings to broader audiences.

**Best Practices for Autonomous Vehicle Policy-making.** Prior to Prashanth joining CS, ITS-Davis researchers and UC Davis law school students collaborated to develop best practices for autonomous vehicle policy-making through interviews of autonomous vehicle manufacturers and focus groups of city & state Government officials as well as CBO leaders. Prashanth was involved with developing questions for these focus groups and interviews especially including questions about disability access, recruiting participants, conducting these focus groups and interviews, and developing final written deliverables.

### Education

Ph.D., Electrical Engineering, Princeton University, 2020

M.A., Electrical Engineering, Princeton University, 2016

B.S., Physics major (Economics minor), Massachusetts Institute of Technology, 2014



## Angela Valenti

Senior Designer

Angela Valenti is a Senior Designer at Cambridge Systematics, Inc. (CS) with over 20 years of experience and also serves as a Section 508 Specialist. Angela conceives and creates a full range of design products, including infographics, logos, product overviews, brochures, print ads, posters, and cards. Angela is well versed in Section 508 requirements, including Web Content Accessibility Guidelines (WCAG) 2.0 Level AA; develops templates with fonts, color palettes, graphics, and tables that meet these requirements; and prepares final deliverables in both 508-compliant Hypertext Markup Language (HTML) and accessible PDFs. In addition, she has written internal and client-facing guidebooks on how to prepare deliverables with accessibility in mind and has delivered multiple educational presentations on this topic, focusing on the importance of accessibility. Angela is an effective communicator fluent in Spanish.

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### Relevant Experience

**FHWA Office of Safety Safe System Solutions for Highway Safety Improvement.** CS is assisting the FHWA to develop Safe System Solutions for Highway Safety Improvements. Angela is developing a variety of custom graphics, case studies, and webinar presentations to highlight the success of the Safe Systems Approach across multiple states.

**North Dakota Vision Zero Plan, 2023.** CS assisted the North Dakota DOT with its Vision Zero Plan, also known as the State's Strategic Highway Safety Plan (SHSP) development, update, and implementation efforts. Angela led the design of the plan. She also developed icons, infographics, maps, and other charts to visually highlight the trends and goals of the State for the next five years. The final plan can be found at [https://visionzero.nd.gov/uploads/114/NDDOT\\_SHSP\\_withVRU\\_FinalWeb.pdf](https://visionzero.nd.gov/uploads/114/NDDOT_SHSP_withVRU_FinalWeb.pdf).

**Alaska Strategic Highway Safety Plan, 2023-2027.** CS assisted the Alaska DOT with updating its SHSP. The SHSP inventoried fatality and injury trends, established five-year goals, and addressed implementation consistent with the Safe System Approach. Angela led the design of the plan, developing a custom brand with a new Toward Zero Deaths logo and custom InDesign templates for the plan. The final plan can be found at [dot.alaska.gov/stwdpplng/shsp/assets/Alaska-SHSP-2023-2027-with-VRU-Nov-2023.pdf](https://dot.alaska.gov/stwdpplng/shsp/assets/Alaska-SHSP-2023-2027-with-VRU-Nov-2023.pdf).

**Arkansas 2022-2027 SHSP.** CS assisted the Arkansas DOT with its SHSP development, update, and implementation efforts. Angela led the design of the plan. The SHSP can be found at: [https://www.ardot.gov/wp-content/uploads/2022/06/ARDOT\\_SHSP\\_2022.pdf](https://www.ardot.gov/wp-content/uploads/2022/06/ARDOT_SHSP_2022.pdf)

**South Carolina 2020-2024 SHSP.** CS assisted the South Carolina DOT with its SHSP development, update, and implementation efforts. Angela led the design, development of custom graphics and infographics, and layout of the most recent 2020-2024 SHSP. The 2020-2024 SHSP is available at: [https://scdps.sc.gov/sites/default/files/Documents/accountability/BR1\\_SC\\_SHSP\\_Dec20-LoRes.pdf](https://scdps.sc.gov/sites/default/files/Documents/accountability/BR1_SC_SHSP_Dec20-LoRes.pdf).

### Education

Master's Certificate in Graphic Design, Centro de Estudios Ripollés, Spain, 2002  
B.A., Fine Arts and Italian Literature, Bryn Mawr College, 1999

### Software Skills

Adobe Creative Suite (Photoshop, Illustrator, InDesign, Dreamweaver, Lightroom)  
Microsoft Office (PowerPoint, Word, Excel)  
HTML  
ArcGIS



## Anqi Wei, Ph.D.

Analyst Jr. II (Senior Professional)

Anqi Wei is an Analyst Jr. II (Senior Professional) who recently joined Cambridge Systematics, Inc. (CS) and is based in the firm's Atlanta, GA office. Anqi has three years of industry and research experience and recently earned a Ph.D. degree in Civil Engineering with a focus on Transportation Systems Engineering. Anqi also brings a breadth of knowledge in programming (Python, R) as well as traffic and geospatial (ArcGIS, QGIS, Synchro, VISSIM, TransCAD) software.

### Relevant Experience

**Tompkins County SS4A Joint Safety Action Plan.** For Tompkins County, NY and the participating municipalities, CS started developing a comprehensive Safe Streets and Roads for All (SS4A) Joint Safety Action Plan. Anqi is assisting with historical trend analysis, equity analysis, and the identification of safety strategies and countermeasures.

**Roadside Assistance Provider Fatality Analysis.** For a safety research project, Anqi identified fatal crashes related to roadside assistance providers being struck by passing vehicles while working on the road or roadside using both crash data (Fatality Analysis Reporting System) and media reports nationwide. Anqi examined crash scenarios and helped develop predictive models to identify other undocumented roadside-responders-related fatal crashes.

**Safety and Illumination of Rural and Suburban Roundabouts in Georgia.** Before joining CS, this research effort required Anqi to collect and process roundabouts' operational data, illumination data, and crash data, then analyze effects of various roundabouts' factors on nighttime crash rates with predictive models.

**Georgia Institute of Technology—Graduate Research Assistant.** In a prior role, Anqi collected, processed raw traffic data, and conducted analysis for various research projects that aimed to promote roundabout operational efficiency and roadway safety in Georgia. Anqi also provided insights into various stages of research projects, and prepared technical reports and presentations.

**AAA Foundation for Traffic Safety—Summer Research Intern.** For this summer work role with the American Automobile Association (AAA) Foundation for Traffic Safety, Anqi collected, processed, and performed statistical and geospatial analyses on crash. Anqi also assisted with literature review and prepared technical papers and presentations.

### Education

Ph.D., Civil Engineering, Georgia Institute of Technology, 2024  
M.Sc., Computational Science and Engineering, Georgia Institute of Technology, 2024  
M.Sc., Civil Engineering, Georgia Institute of Technology, 2021  
B.Eng., Traffic Engineering, Tongji University, Shanghai China, 2019

*Stantec Consulting Services, Inc.*



## Matthew Maher PE, PTOE, RSP<sub>21</sub>

Subconsultant Project Manager  
16 years of experience



Matthew has 16 years of experience and has served as a Project Manager for numerous traffic engineering and transportation planning projects for both public and private sector clients. Matt is licensed as a Professional Engineer in the State of Florida with traffic safety engineering and planning experience both in Florida and abroad. Whether he is presenting technical findings to clients or explaining the results of analyses in layman's terms at Public Information Centers and planning board testimonies, Matthew's knowledge of and passion for transportation safety is evident.

### EDUCATION

BS, Civil Engineering, Transportation Concentration, Rutgers University, 2008

### REGISTRATIONS

Professional Engineer #79833, State of Florida

Traffic Operations Engineer #3404, Transportation Professional Certification Board Inc.

Road Safety Professional, Transportation Professional Certification Board Inc.

### CERTIFICATIONS

Florida LTAP Center Road Safety Audit 3-Part Series Intermediate Highway Safety Manual (HSM) Training NJDOT/FHWA

Advanced Highway Safety Manual (HSM) Training NJDOT/FHWA, Florida

### PROJECT EXPERIENCE

#### Lee County MPO SS4A Comprehensive Safety Action Plan | Lee County, FL

Matthew is serving as the Project Manager to develop a safety action plan that will act as a playbook for the MPO to reduce fatal and serious injury crashes within the County. The crash data collection effort for this study includes the use of innovative video analytics tools that track near miss incidents between vehicles, quantifying the frequency and severity of crash risk before a collision takes place. Additionally, Stantec is administering the creation of High Injury Network (HIN) mapping integrated into an Interactive Crash Data Dashboard, which will allow public review and comment on high crash corridors.

#### Meadowlands Action Plan for Safety (MAP4S) | New Jersey Sports and Exposition Authority | Secaucus, NJ

Matthew is serving as the subconsultant Project Manager leading the safety improvement project selection, policy assessment, and socioeconomic data collection tasks of this safety action plan. Work has commenced on the mapping efforts to depict the data collected, including equity data from NJTPA, household

travel survey data from FHWA, Justice40 data, EJScreen data from the EPA, land use data from the EPA, flood data from FEMA, etc.

#### Safety Action Plan for the City of South Miami | South Miami, FL

Matthew is serving as the Principal-In-Charge for this SS4A effort to assist the City in its goals to reduce fatal and serious injury crashes. Tasks for this work include identification of stakeholders for five working group meetings, analysis of crash data to create High Injury Network (HIN) mapping, development of a Public Engagement Plan, and creation of implementation matrix that identifies projects and polices for implementation. Equity considerations will be used to prioritize recommendations from the matrix.

#### Somerset County Roadway Safety Study | Somerset County, NJ

Matthew served as Project Manager on this effort to improve the safety of road segments owned and maintained by Somerset County. Matthew has facilitated this effort through bi-weekly meetings to oversee public/stakeholder outreach, crash data collection, environmental justice (equity) analysis, and the corridor selection process, which included collection of both crash and systemic road asset data. Crash data has been collected for five locations on NJTPA's screening list and reduced by Matthew to determine prevailing or overrepresented crash attributes, such as crash type, contributing circumstance, and time of day. Matthew led an interdisciplinary team to conduct road safety audits (RSAs) for all five selected corridor locations. RSA Reports were subsequently issued, which summarized field observed findings on safety deficiencies and recommended targeted safety improvements to be implemented at each location along the corridor. The individual RSA Reports and the overall Final Report builds a framework for the County to apply select investment strategies at these locations to reduce crash risk and cultivate public awareness of safety issues.





## Chris Benitez PE, PTOE, RSP<sub>1</sub>

Task 6 Support  
17 years of experience



Chris has 17 years of experience including transportation planning, traffic and safety engineering, Florida Department of Transportation (FDOT) Project Development & Environment (PD&E) Studies, Interchange Access Requests (IAR), FDOT Efficient Transportation Decision Making (ETDM) process, corridor and intersection studies, interchange and limited access facility projects, transit and multimodal planning, public involvement support, in-house consulting, and managing on-call/Districtwide contracts. He has worked on projects for FDOT Districts 1, 4 and 6, as well as FDOT Central Office, Miami-Dade Transportation Planning Organization (TPO), Broward Metropolitan Planning Organization (MPO), Florida's Turnpike Enterprise, Miami-Dade Expressway Authority (MDX), South Florida Regional Transportation Authority (SFRTA), and local governments within South Florida including the City of Doral, City of Miami, City of South Miami, and City of Coral Gables.

### EDUCATION

BS, Civil Engineering, Florida International University, 2006

### REGISTRATIONS

Professional Engineer #74035, State of Florida

Certified Professional Traffic Operations Engineer #4286, Transportation Professional Certification Board Inc.

Road Safety Professional #323, Transportation Professional Certification Board Inc.

### CERTIFICATIONS

FDOT Intersection Collision Avoidance Safety Program

Florida LTAP Low-Cost Safety Improvements Training

FDOT Standard Scope of Services for Concurrent PD&E and Design Webinar Training

FDOT Interchange Access Request (IAR) Process and Safety

### PROJECT EXPERIENCE

#### Safety Action Plan for the City of South Miami | South Miami, FL

Chris is serving as the Project Manager for this SS4A effort to assist the City in its goals to reduce fatal and serious injury crashes. Tasks for this work include identification of stakeholders for five working group meetings, analysis of crash data to create High Injury Network (HIN) mapping, development of a Public Engagement Plan, and creation of implementation matrix that identifies projects and polices for implementation. Equity considerations will be used to prioritize recommendations from the matrix.

#### Franjo Road at Gulfstream Road and Cutler Ridge Drive Intersection Traffic Calming Study | Cutler Bay, FL

Project Manager for this traffic calming study for the intersections of Franjo Road and Gulfstream Road and

Franjo Road and Cutler Ridge Drive in the Town of Cutler Bay, Florida. This project was a joint participation between the Town of Cutler Bay and Miami-Dade County. As part of a larger complete streets project along Franjo Road, the Town was interested in implementing roundabouts at the subject intersections. In order to install roundabouts, approval was required from Miami-Dade County. Activities included traffic analysis comparison between no-build and build conditions with the roundabout, reviewing crash data and identifying crash patterns, performing Highway Safety Manual (HSM) predictive analysis calculations, utilizing Intersection Control Evaluation (ICE) HSM spreadsheets, and a traffic calming criteria evaluation.

#### Safety Analysis Report for the PD&E Study along I-95 between Stirling Road and Oakland Park Boulevard (9 miles) | FDOT District 4, FL

Deputy Project Manager for the Safety Analysis Report that was completed for the PD&E Study. He extracted the crash data, identified crash patterns, determined probable causes, and developed the Safety Analysis Report. Christopher also identified an existing signage issue near an interchange that resulted in FDOT issuing a work order to upgrade the signage

#### Safety Analysis for Sawgrass Express Lanes Direct Connect to/from I-75 Feasibility Study

Completed a safety analysis of project alternatives. The analysis included an Highway Safety Manual (HSM) predictive crash estimations, Interactive Highway Safety Design Model (IHSDM) results reduction, and benefit-cost analysis.

#### Intersection Control Evaluation (ICE) along SR 70 from Lorraine Road to CR 675 | FDOT District 1, FL

Project Manager for the Intersection Control Evaluation (ICE) for an FDOT District 1 PD&E/Design project along



## Frank Domingo PE

Principal-in-Charge  
37 years of experience



Frank brings 37 years of comprehensive infrastructure, transportation planning, and development expertise to his projects. His professional background encompasses project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts.

### EDUCATION

BS, Civil Engineering, University of Florida, 2008

### REGISTRATIONS

Professional Engineer #51601, State of Florida

Florida Engineering Leadership Institute, FICE, Graduate, 2012

FDOT Advanced Work Zone Traffic Control, US, 2021

### PROJECT EXPERIENCE

#### Lee County MPO SS4A Comprehensive Safety Action Plan | Lee County, FL

Serving at the Principal-In-Charge for this Safety Action Plan study to put forward a framework to reduce fatal and serious injury crashes within the County. The crash data collection effort for this study included the use of innovative video analytics tools that track near miss incidents between vehicles, quantifying the frequency and severity of crash risk before a collision takes place. Additionally, Stantec is administering the creation of High Injury Network (HIN) mapping integrated into an Interactive Crash Data Dashboard (ICDD), which will allow public comment on high crash corridors.

#### Meadowlands Action Plan for Safety (MAP4S) | Secaucus, NJ

Serving at the Principal-In-Charge for this Safety Action Plan study to put forward a framework to reduce fatal and serious injury crashes within the County. Stantec's role on this project includes mapping and analysis of land use, transit, environmental, socioeconomic, and other data to be paired with district FSI data; policy recommendations in accordance with FHWA's Safe System Approach; hard infrastructure recommendations of varying costs and timelines; and the development of an implementation matrix to assign roles and responsibilities for each of the recommendations.

#### Sarasota-Manatee Barrier Island Traffic Study | Sarasota County, FL

Responsible for project management and production of the traffic study and event management plan. This project includes the development of an integrated mobility plan to address the special event nature of the

seasonal visitors from November to April for a 20-mile area from Lido Key to Anna Maria Island. The plan addresses congestion relief, park and ride strategies, the use of alternative transit modes such as trolleys, water taxis/ferries, aerial gondolas, low speed electric shuttles, and intelligent transportation systems to provide traveler/parking information to the traveling public.

#### Siesta Key Village Neighborhood Beautification | Sarasota County, FL

Responsible for overall project management and project permitting. Stantec undertook the design and permitting of streetscape improvements to the Siesta Key Village including brick sidewalks, crosswalks, landscape, and hardscape treatments. This project was performed for Sarasota County Public Works to be jointly funded by a Public Improvement District. The project dealt with significant public participation and outreach.

#### Bayshore Drive Access Management Study | Collier County CRA, FL

Responsible for project management. Bayshore Drive is currently undergoing a revitalization with many new businesses and large residential developments being established along the corridor. However, the roadway was not originally built to sustain these types of developments at these masses. As Bayshore Drive is the only way to access many residential side streets, the CRA and community hired Stantec to analyze the current conditions of Bayshore Drive and provide complete street recommendations to improve appearance, safety, and operations. Our final concepts provided a series of roundabouts for traffic calming and improved efficiencies paired with a lane reduction and enhanced landscaping and multi-modal facilities. Part of the project was to revise an existing on-street parking study, which received negative reviews by the public, to recommend alternatives to on-street parking including shared parking, a first/last mile circulator and delivery service, and dynamic parking solutions. The traffic engineering aspects of this project included the development crash analysis, development of access modifications, lane reduction and intersection control concepts for the Bayshore Drive Corridor.



## Doug Stoker PE

Task 8 Support  
31 years of experience



Mr. Stoker currently serves as Stantec's Regional Principal responsible for client relationship management and business development for Stantec's Southeast infrastructure division. He has extensive experience in all aspects of surface transportation analysis and design, including a long history of bridge and structures design as well as project management on conventional and design-build projects. He worked with FDOT Central Office to develop a quality assurance review process that was used to audit consultants and district offices and has served as Principal-in-Charge and QA Manager for all transportation design efforts for nearly a decade.

### EDUCATION

ME, University of Florida, 1992  
BSCE, University of Florida, 1991

### REGISTRATIONS

Professional Engineer #50659, State of Florida

### MEMBERSHIPS

American Society of Civil Engineers (ASCE), No. 273984  
American Society of Highway Engineers (ASHE)  
Florida Engineering Society (FES)

### PROJECT EXPERIENCE

#### 30th Street Complete Streets Sidewalk and Safety Improvements | Tampa, FL

Principal-in-Charge for safety enhancements of roadway, bicycle, and pedestrian facilities along 30th Street from Yukon Drive to Fowler Avenue. The project includes two phases from conceptual to final design involving alternatives for roundabouts, multi-use trail, pedestrian-activated refuge islands, and low impact development applications to improve mobility and safety for all users while provided a green infrastructure. The project will include public involvement, interagency/rail/transit coordination, surveying, subsurface utilities exploration, traffic analysis, roadway and drainage design, utilities design and coordination, environmental permitting, miscellaneous structures, signing and pavement markings, pedestrian signalization, landscaping and irrigation, geotechnical, and construction and cost estimating.

#### Professional Engineering Services | City of Marathon, FL

Stantec has held the City of Marathon Professional Engineering Services Contract since 2013. We have performed many minor design and permitting services for infrastructure-style projects as well as planning services as needed. Doug has served as the Principal-In-Charge for work efforts.

#### Misc. Repairs for 112th, 116th, and Coco Plum Bridges | Marathon, FL

Principal-in-Charge for the repairs of three single span bridges. The 112th Street and 116th Street bridges were both of cast-in-place concrete construction and the Coco Plum Drive bridge consisted of prestressed slab units. The purpose of this task was to inspect the deficiencies identified in the bridge inspection reports and develop plan details and specifications to address the necessary repairs. Once uncovered, the deterioration in the prestressing strands in the Coco Plum Drive bridge was worse than anticipated. The existing slab units were removed and replaced with new slab units that were prestressed with GFRP strands to prevent future corrosion.

#### Professional Engineering Services | Monroe County, FL

Principal-in-Charge and Quality Assurance Manager for this contract. Tasks design and preparation of plans for various infrastructure and transportation engineering projects, preparation of contract documents for bidding, scope of work, tabulations and review of bids, recommendation of contract award, cost estimating during design and document preparation, administration of contract documents, consultation and on-site inspections during construction, process shop drawings, recommend approval of contractor invoices, preparation and submittal of permit applications, zoning applications and presentations to the County Commission.

#### Boca Chica Road Restoration Project | Monroe County, FL

Principal-in-Charge for design of roadway repairs because of damages sustained from Hurricane Irma. The scope of repairs included detailed plans for roadway shoulder construction, embankment slope reconstruction, asphalt removal and reconstruction, riprap revetment, and associated miscellaneous structures such as sheet pile.



## Jason Schrieber AICP

Task 11 Support  
28 years of experience

Jason Schrieber is a multi-modal planner and designer focused on the intersection of the public realm and safe, efficient and healthy communities. For 28 years, he has helped hundreds of cities, institutions, and developers elevate the importance of active transportation and bring non-motorized policy and infrastructure solutions to complex projects—typically in urban conditions. Successes include built road diets, completed transit-oriented developments, progressive parking management solutions, new campus parking and transportation programs, road and intersection diets, operational traffic solutions for complex problems, and more.

### EDUCATION

BS, Urban Planning, University of Massachusetts, Amherst, 1996

### REGISTRATIONS

American Institute of Certified Planners, Certified Planner #020238

### PROJECT EXPERIENCE

#### **Worcester Vision Zero Safety Action Plan | Worcester, MA**

Principal-in-Charge for Worcester's Safe Streets and Roads for All (SS4A) funded Vision Zero Safety Action Plan. Worcester is embarking on this plan on the heels of establishing a new Department of Transportation & Mobility (DTM) and completing a Master Plan and Mobility Action Plan. Stantec, with our subconsultant Speck Dempsey, is working with Worcester to execute thoughtful engagement and develop data-driven safety recommendations.

#### **Innovation Square | Gainesville Community Redevelopment Agency | Gainesville, FL**

Led a parking and transportation analysis of this redevelopment that will bridge the gap between downtown Gainesville and the University of Florida. Developed innovative shared parking district based on a multimodal evaluation and tiered TDM lease commitments.

#### **Greater Downtown Tampa Parking and Mobility Study | Tampa, FL**

Stantec conducted the city's first comprehensive curb assessment during a time of unprecedented development in its urban core. A modeling process helped define the levels of complexity of all curbs to better understand their individual utilization and capability of being able to accommodate a growing demand for TNC's and micromobility devices. Strategic recommendations to accommodate both were provided to support Tampa's evolution towards all-day demand. Jason served as Principal-in-Charge.

#### **Water Street Tampa | Strategic Property Partners, L.L.C. | Tampa, FL**

Mobility advisor for the revitalization of 50+ blocks into a new walkable, urban district. The plan turns streets designed primarily for cars into a pedestrian-focused framework of landscaped streets, parks, and plazas designed to support a broad range of activities. Following the master plan, we detailed design and permitting for roadway realignment/reconstruction, including major infrastructure and utilities upgrades. Jason is mobility advisor, working to coordinate the development into broader downtown initiatives.

#### **Tampa TNC/Micromobility Plan | Tampa, FL**

Inspired by the developer of the Water Street mixed-use development, the Downtown Partnership and the City sought analysis and implementation guidance for shared parking, parking pricing, TNC zones, and a micro-mobility dock system. Working with landowners and operators, a private parking brokerage was developed to unlock spare capacity without needing new garages. For Tampa's competitive curbsides, a new GIS methodology was developed to optimize curbside resources, as well as a mapped implementation handbook. As Principal-in-Charge, Jason worked extensively with stakeholders to achieve consensus solutions.

#### **Georgia Tech Master Plan | Atlanta, GA**

Stantec is currently working with Georgia Institute of Technology (Georgia Tech) on a campus master plan as a subconsultant to NBBJ. Stantec is providing input on the future vision for mobility on campus, including mobility hubs, new multimodal connections, shuttle operations, funding mechanisms, and parking. One of our core tasks for this project is to understand existing parking opportunities and constraints and provide recommendations for how parking could better serve Georgia Tech's goals for the campus including integration with other campus goals such as housing, stormwater management, and transit service. We are reviewing parking utilization data, as well as parking permit data, combined with insights from staff, faculty, and student engagement to understand how existing parking is and is not working for the campus population.



## Tim Tresohlavy AICP, GISP

Task 7 Lead  
18 years of experience



Transportation safety is fundamental, and our streets are for ALL PEOPLE. Regardless of our mode of travel or socio-economic class, we transportation planners are prioritizing a safe, convenient, and equitable network of roads, sidewalks, and greenway trails for everyone. For two decades, Timothy has specialized in mobility planning, with an emphasis on creating connections for all to be able to have safe, accessible access to the resources they need. Through his wide-range of planning work, Timothy coordinates long-range, and short-term safety and multimodal improvement strategies for local, regional, state and federal government clients. Timothy's project experience includes long-range transportation and safety mobility plans, innovative and inclusive community engagement and meeting facilitation, Complete Streets safety studies, transit-oriented and safe-streets community planning, regional and municipal bicycle and pedestrian planning, downtown parking and safety studies, and small area planning. Specifically, Timothy has extensive experience with implementing safety strategies through GIS mapping and data analysis, equity analysis and environmental justice practices, and crash and countermeasure analysis and application.

### EDUCATION

BS, Environmental Land Use Planning, SUNY College of Science & Forestry Civil Engineering, 2003  
MS, Geography and Planning, East Carolina State University, 2005

### REGISTRATIONS

American Institute of Certified Planners #024123  
Certified Geographic Information Systems Professional #17020

### PRESENTATIONS

Slower Streets and Traffic Calming - How to Deal with Local Planners, NCSITE Annual Meeting, 2022.  
Traffic Calming Basics for Local Planners, APA-NC Annual Conference, 2022

### PROJECT EXPERIENCE

#### Lee County MPO SS4A Comprehensive Safety Action Plan | Lee County, FL

Timothy is serving as the Goals and Policies Task Lead to develop a safety action plan that will act as a playbook for the MPO to reduce fatal and serious injury crashes within the County. The crash data collection effort for this study includes the use of innovative video analytics tools that track near miss incidents between vehicles, quantifying the frequency and severity of crash risk before a collision takes place. Additionally, Stantec is administering the creation of High Injury Network (HIN) mapping integrated into an Interactive Crash Data Dashboard, which will allow public review and comment on high crash corridors.

#### Meadowlands Action Plan for Safety (MAP4S) | New Jersey Sports and Exposition Authority | Secaucus, NJ

Timothy is serving as the Policy Assessment Task

Leader for this Safety Action Plan. Work has commenced on the mapping efforts to depict the data collected, including equity data from NJTPA, household travel survey data from FHWA, Justice40 data, EJScreen data from the EPA, land use data from the EPA, flood data from FEMA, etc.

#### Sunrise Bicycle and Pedestrian Plan Update | Sunrise, FL

Timothy is served as the Project Manager for this study. Coordination with on-going improvements, plans, and initiatives on the edges of the City of Sunrise was paramount to provide a cohesive, connected, and coordinated bikeway network. This means coordinating with the Broward County multimodal transportation plan (2024) and low stress network development, the Broward MPO Complete Streets program, and Complete Streets and Localized Incentives Program (CSLIP), a funding process that coordinates design and implementation efforts for individual improvement projects in the region. Community engagement included virtual and in-person options, notably a project website with more than 58,000 unique visitors, an online survey and interactive map, as well as pop-up community meeting at the community arts and crafts festival. Stantec reviewed multimodal projects with respect to FDOT guidance, and incorporated on-road design flexibility for implementation across three potential strategies: retrofit for bikeways, low-intervention resurfacing / restoration / rehabilitation (RRR) opportunities, or district re-visioning opportunities (redevelopment)..

#### Worcester Pedestrian Safety Action Plan & Study | Worcester, MA

Timothy is serving as the Data Analysis Lead for this study. Stantec provided transportation planning services



## Mike Rutkowski PE, AICP

Task 7 Support  
33 years of experience



Mike has specialized experience in sustainable transportation solutions and Complete Streets integration. He is experienced in all aspects of transportation planning and engineering and he has led numerous comprehensive transportation, bicycle and pedestrian plans in the U.S. His expertise includes system-level bicycle and pedestrian plans, multimodal crash and safety studies, Complete Streets projects, multiuse trail design, and policy development. Mike is a Board Member on the National Complete Streets Coalition, a certified Complete Streets Trainer for the Smart Growth America, and a Certified Charrette Manager (NCI). He is also a certified Youth Bicycle Trainer (LAB) and an advocate of healthy active living. Mike has been responsible for implementing several non-motorized projects including the Old Durham Chapel Hill Bicycle and Pedestrian Improvements, Six Forks Complete Streets Corridor Study as well as the Western Boulevard Multimodal Project.

### EDUCATION

BS, Civil Engineering, University of North Carolina at Charlotte, 1990

MS, Civil Engineering, North Carolina State University, 1997

### REGISTRATIONS

Professional Engineer #20734, North Carolina

American Institute of Certified Planners #134824

### PROJECT EXPERIENCE

#### **Complete Streets Training | National Complete Streets Coalition, Smart Growth America | United States | Trainer**

For the past 12 years, Mike has worked with the National Complete Streets Coalition to develop complete street policies and train planning and engineering practitioners across the nation. These training courses engage stakeholders in communities across the US in interactive work sessions that include Vision Zero initiatives, safety and speed control countermeasures, place-making themes, stormwater best management practices and complete streets design process. As the lead facilitator, Mike uses push button technology, interactive mapping exercises, speed perception visualization, walking audits, and local case studies to interact with participants in a fun and active way. Some of the training sessions include the planning, design, and implementation of a complete streets demonstration projects (10). To date, Mike has conducted more than 80 Complete Streets Training workshops/webinars on behalf of the Coalition and Smart Growth America.

#### **Colorado Springs Neighborhood Traffic Calming Plan | Colorado Springs, CO | United States | Technical Expert**

Guided the planning process to identify best practices, streamline the existing program, and generate a public-facing document that describes how the City will slow vehicles within community streets. Performed research

on crash modification factors for traffic calming devices. Generated matrix of effectiveness, and summarized best practices for TC program. Constructed decision tree process for City staff to evaluate citizen requests through either Neighborhood Improvement or Traffic Calming programs. Performed quality control review of engineering design cut sheets for 12 standard treatments. Summarized recommendations into a visually-pleasing and easy to read manual.

#### **SS4A Pedestrian Safety Action Plan | Greenville, SC**

Mike served as the Pedestrian Safety subject matter expert for the development of a pedestrian safety action plan for the city of Greenville. The plan included extensive safety analysis of the City's high traffic-volume corridors and school zones to provide the basis for prioritization and implementation of safety measures. The analysis identified proactive measures which will improve the safety for all roadway users on City streets and resulted in a prioritized list of viable project recommendations with high benefit/cost ratios which could be candidates for Federal and/or State funding or other City safety-related funding programs.

#### **Worcester Pedestrian Safety Action Plan & Study | Worcester, MA**

Mike served as the Safety Strategies Lead for this study. Stantec provided transportation planning services to assist the City of Worcester. Work on this project led to Stantec being awarded as the Prime Consultant for the City's Vision Zero Safety Action Plan, which is currently underway.

#### **MPO Regional Coordination Structure Research & Best Practices | Tampa Bay, FL**

Task Manager of this multi-MPO policy and organization best practice study for the Tampa Bay Area Regional Transit Authority. This effort included facilitating steering



## Catrina Meyer AICP, GISP

Task 11 Support  
7 years of experience

Catrina is a transportation planner in Stantec's urban mobility group. She has seven years of experience in transportation planning, with an expertise in synthesizing data to drive decision making. Catrina has been part of transit market analysis studies, regional mobility plans, transportation impact assessments, and numerous safety studies. She has helped clients create new transportation impact analysis guidelines, prioritize locations for safety investment, and understand travel patterns through big data. Catrina primarily contributes to transportation planning studies for public and private clients, provides support for transportation components of multidisciplinary projects, and contributes GIS and data analysis expertise to a variety of planning efforts.

### EDUCATION

Edward J. Bloustein School of Planning and Public Policy, Rutgers University Master of City and Regional Planning, New Brunswick, New Jersey, United States, 2017

University of Mary Washington, Bachelor's of Arts in Historic Preservation, Minor in Urban Studies and Certification in GIS, Fredericksburg, Virginia, United States, 2015

### REGISTRATIONS

Certified Planner (AICP) #33070, American Planning Association, Boston, Massachusetts, United States, 2021

GIS Certification Institute (GISCI) #160876, Certified Geographic Information Systems Professional (GISP), Boston, Massachusetts, United States, 2020.

### PRESENTATION

Diagnosing Pedestrian Crossing Safety Using Video-Based Conflict Analysis Techniques, Transoft Solutions (ITS) Webinar, 2020.

### PROJECT EXPERIENCE

#### Vision Zero Safety Action Plan | Worcester, MA

Catrina is serving as Project Manager for Worcester's Safe Streets and Roads for All (SS4A) funded Vision Zero Safety Action Plan. Worcester embarked on this plan on the heels of establishing a new Department of Transportation & Mobility (DTM) and completing a Master Plan and Mobility Action Plan. Stantec is working with Worcester to execute a Safety Action Plan process that results in political and community support for safety-forward policies across all city departments.

#### Roswell Safety Action Plan | Roswell, GA

Catrina assisted with a Vision Zero supportive subsection of Culver City's Bike and Pedestrian Action Plan (BPAP). Reacting to a recent increase in crashes, especially crashes involving vulnerable road users (VRUs), people walking and bicycling, Catrina completed a deep dive into crash patterns for this plan. Through

this analysis Catrina made recommendations to update and expand the City's HIN based on recent crash data. Catrina also identified priority intersections to highlight the 30 intersections where the most collisions occur.

#### Surrogate Safety Pilot Study | Santa Monica, CA

Catrina served as project planner for a pilot study to help Santa Monica learn about new surrogate safety data processing provided by Transoft Solutions. Catrina executed an approach that started as an exploration, then narrowed in on how this emerging data source could be used to provide new insights about roadway safety. This pilot analysis focused on one intersection and how turning movements and pedestrian and bike movements experience risk based on the design of the intersection. Catrina presented the team's findings to the city and generated the content for a graphic deliverable summarizing the new data source and what we learned about the pilot intersection.

#### Systemic Safety Analysis Reports (SSARs) | Various Municipalities, CA

Catrina served as the lead analyst for five SSARs for communities in southern and central California, including Moreno Valley, Lancaster, and Modesto. Each of these community-wide projects included a robust stakeholder and analytical process, to develop a High Injury Network (HIN), and ultimately prioritize high-impact safety projects for Highway Safety Improvement Program (HSIP) funding. The analytical process included crash analysis to highlight high-risk areas based on past trends. The process also included systemic analysis to highlight high-risk areas based on infrastructure and environmental conditions that tend to result in the most severe crashes, regardless of existing crash patterns. Following the selection of priority locations, Catrina worked with engineering teams to identify packages of safety countermeasures by location. Finally, Catrina calculated Cost Benefit Ratios (CBRs) for recommended projects, following FHWA methods and using reduction factors from the Crash Modification Clearinghouse.

*Media Relations Group, LLC*



# Isela Carmiol

## Community Outreach Specialist (Bilingual)



Isela Carmiol is a highly skilled, fully bilingual professional who has over 10 years of specialized experience, which includes social media and e-marketing outreach, with two years public involvement experience gained working on multiple districtwide safety campaign initiatives within Miami-Dade and Broward Counties. *Select project experience includes:*

- **2024 – Present – Lee County Metropolitan Planning Organization (MPO) Safe Streets 4 All (SS4A) Comprehensive Safety Action Plan, Lee County, Florida** – Lee County SS4A Study focuses on the County’s Safety Action Plan to enhance road safety and reduce fatal and serious injury crashes. This comprehensive plan identifies projects and strategies based on thorough data analysis and community engagement, ensuring alignment with the USDOT Safe Streets for All program and the Federal Highway Administration’s methodology. Ms. Carmiol assists the Lead COS with all public outreach efforts for this project including the coordination of public meetings and the preparation of project collaterals and meeting materials. *Reference: Matthew Maher, Stantec, 407.638.2012. Project Role: Community Outreach Specialist*
- **2021 – Present – Miami-Dade County Department of Transportation and Public Works (DTPW) – Vision Zero Initiative, Miami-Dade County, Florida** – The Miami-Dade County Department of Transportation and Public Works has committed to eliminating traffic deaths and serious injuries within their transportation network by 2040 through their Vision Zero Program. MRG is leading the public engagement efforts for this life saving initiative and tasks include developing the project fact sheet and website, creating Social Pinpoint online map surveys, logo development and engaging communities to expand awareness. Ms. Carmiol assists the Public Involvement Manager and conducts outreach by neighborhood and one on one surveying as well as attending multiple municipal events. *Reference: Paola Baez, Miami-Dade County Project Manager, 786.469.5204. Project Role: Asst. Community Outreach Specialist*
- **2023 – 2024 – Broward MPO Hollywood Boulevard Resiliency Study, Broward County, Florida** – As part of this Task Work Order (TWO) contract, Ms. Carmiol led the public involvement outreach efforts on the Hollywood Boulevard Resiliency Study, where her responsibilities included coordination, print and production for three public meetings which she staffed in 2023 and 2024. *Reference: Stewart Robertson, P.E., Kimley-Horn, 954.535.5104. Project Role: Community Outreach Specialist*
- **2023 – 2024 – Broward MPO 17<sup>th</sup> Street Mobility Hub Project Development Study, Broward County, Florida** – Ms. Carmiol was responsible for the public involvement efforts for the 17<sup>th</sup> Street Mobility Hub Project Development Study including the coordination of staff, design and print services and production for two community meetings which she staffed in 2023. *Reference: Stewart Robertson, P.E., Kimley-Horn, 954.535.5104. Project Role: Community Outreach Specialist*
- **2022 – 2024 – Florida Department of Transportation (FDOT) District Six 79<sup>th</sup> Street from west of Pelican Harbor Drive to east of Adventure Avenue PD&E Study, Miami-Dade County, Florida** – Ms. Carmiol assisted the Lead Community Outreach Specialist in coordinating public involvement efforts as part of this study. She attended numerous public meetings for the public, which included TPO Advisory Group Meetings (including the Bicycle and Pedestrian Advisory Group), a Public Kickoff Meeting held in 2022, assisted with planning a Public Hearing held in May 2024 and compiled the Comments and Coordination Report. *Reference: Steve Schnell, P.E., HDR Engineering, Inc., 904.228.7715. Project Role: Community Outreach Specialist*

### Professional Credentials

Bachelor of Science, Public Relations, Advertising and Applied Communication, Florida International University, 2021

### Basis For Team Selection

Community Outreach Specialist with almost two years of professional experience

Highly skilled in providing high-level customer service as well as written/verbal communication

Versed in completing stakeholder research, developing and maintaining databases, coordinating with campaign partners and special interest groups

Proficient in social media platforms and e-marketing applications

Excellent computer skills including Wordpress, Wix, Mailchimp, Canva, InDesign and Photoshop

Bilingual (English/Spanish)

### Office Location

Miami, Florida

**Availability:** 70%

# Priscila Jäger Clawges, LEED AP ND

## Senior Community Outreach Specialist



Priscila Clawges has 16 years of combined experience in Project Development & Environment (PD&E), Public Involvement, and Transportation Planning. Skillsets include sustainable design planning, project management, and graphic design. Ms. Clawges' experience includes working with the Florida Department of Transportation (FDOT), Florida's Turnpike Enterprise (FTE), and Metropolitan Planning Organizations.

Ms. Clawges is a fully bilingual member of Media Relations Group, LLC (MRG) senior communication outreach specialist staff, who is responsible for various outreach efforts, which includes developing and disseminating public information materials for community engagement events and campaigns and assisting with major transportation contracts. *Select project experience includes:*

### Professional Credentials

Bachelor of Architecture  
(Major in Architecture),  
Florida Atlantic University,  
Fort Lauderdale, Florida,  
2008

Associate in Arts in Civil  
Engineering, Miami Dade  
Honors College, Miami,  
Florida, 2005

### Certifications

Neighborhood Development,  
LEED AP ND, LEED  
Accredited  
Professional, U.S. Green  
Building  
Council, Florida, 2015

### Basis For Team Selection

16 years of experience in  
Transportation Planning and  
as a Public Outreach  
Specialist

Highly skilled in public  
outreach communication,  
community engagement,  
graphic design, and  
transportation planning

### Bilingual

(English/Spanish)

### Office Location

Broward, Florida

**Availability:** 80%

- **2016 – 2024 – FDOT Central Office, Office of Environmental Management (OEM), Statewide, Florida** – Before joining MRG, Mrs. Clawges worked for over eight years as the PD&E and Public Information Specialist on numerous District Four and Florida's Turnpike Enterprise (FTE) contracts where she implemented FDOT's Statewide Acceleration and Transformation (SWAT) process. Some notable projects include:

  - FDOT District 6, Long Key Bridge (#900094) Replacement PD&E Study in Monroe County
  - FDOT District 4, I-95 from South of Linton Boulevard to North of 6th Avenue South PD&E Study in Palm Beach County, where she received the 2024 American Council of Engineering Companies (ACEC) Award for Outstanding PD&E/Planning Project
  - FDOT District 4, SR A1A Sebastian Inlet Bridge (#80005) Replacement PD&E Study in Indian River County
  - FDOT District 4, I-95 from South of Commercial Boulevard to North of Cypress Creek Road PD&E Study in Broward County
  - FTE PD&E study for Widening the Sawgrass Expressway from South of Sunrise Boulevard to South of US-441 in Broward County
  - FTE Sawgrass Expressway Widening and Interchange Improvements - South of NW 8th Street to North of Commercial Boulevard PD&E in Broward County

*Project Role: PD&E and Public Information Specialist*
- **Other National Department of Transportation project experience includes:**

  - FDOT District Six, Resurfacing, Restoration and Rehabilitation (RRR) - US-1/ North Roosevelt Boulevard Key West
  - FDOT District Four, Efficient Transportation Decision Making (ETDM)
  - FDOT District Six, West of I-95 to end of SR 934/1 Way Pair PD&E Study
  - FDOT District Four, NW 138th Street Miami / NW 57th Avenue RRR
  - Connecticut DOT Planning and Environment Linkages (PEL)
  - Virginia DOT 508 compliance verification and updates on drainage
- **2009 – 2016 – Broward Metropolitan Planning Organization (MPO), Broward County, Florida** – While working with the Broward MPO, Ms. Clawges served as the Transportation Disadvantaged Program Manager and a Transportation Planner. In these roles, she facilitated board management, supported public involvement, short range and long-range planning, and contributed to Complete Streets planning. Her additional project and program experience includes developing the first Broward Complete Streets Guidelines, Safe Streets Summit, FDOT Broward A1A Scenic Highway implementation and designation Corridor Management Plan (CMP) Development and managing the Transportation Alternative Program. *Project Role: Transportation Disadvantaged Program Manager and Planner*

# Vanessa Salinas

## Graphic Designer (Bilingual)



Vanessa Salinas is a bilingual creative, skilled graphic designer with more than seven years of experience designing for marketing departments and freelance clients in a broad range of industries. She assists the Media Relations Group's Public Information Officers with daily graphic design and other communication tasks. Most recently, she has worked on several safety initiatives, where she was responsible for developing social media campaigns to bring awareness to the community and promote safety.

*Select project experience includes:*

- 2021 – 2023 – Key West International Airport Concourse A and Terminal Improvements Program Architectural and Engineering Services Contract, Monroe County, Florida** – Ms. Salinas assists Lead COS on this contract where she provides graphic design services for a public meeting held in October 2021. She was responsible for the design and production of meeting collaterals including sign-in sheets, comment cards and name tags as well as for coordinating with multiple vendors on the production and installation of large format wall wraps at the airport. She also provided graphic design services on another public meeting held in 2022. *Reference: Richard Strickland, Key West International Airport, 305.393.7742. Project Role: Graphic Designer*
- 2022 – Present – Miami-Dade County Department of Transportation and Public Works (DTPW) – Vision Zero Initiative, Miami-Dade County, Florida** – The Miami-Dade County Department of Transportation and Public Works has committed to eliminating traffic deaths and serious injuries within their transportation network by 2040 through their Vision Zero Program. MRG is leading the public engagement efforts for this life saving initiative and tasks include developing the project fact sheet, collaterals, and website, creating Social Pinpoint online map surveys and engaging communities to expand awareness. Ms. Salinas is responsible for assisting with the logo design, development of project collaterals, eblasts and meeting invitations. *Reference: Paola Baez, Miami-Dade County, 305.469.5204. Project Role: Graphic Designer*
- 2021 – Present – FDOT District Six Districtwide Communication Programs and Special Projects – Traffic Operations, Monroe and Miami-Dade Counties, Florida** – Ms. Salinas assists the lead graphic designer in graphic design efforts for this contract, which includes multiple local outreach campaigns for Monroe and Miami-Dade counties. Most recently, she researched statistics and assisted in the development of social media posts for the Alert Today, Alive Tomorrow Schools campaign as well as assistance with advertising for the Ride Smart Florida Motorcycle Safety campaign. *Reference: Carlos Sarmiento, FDOT, 305.470.5335. Project Role: Graphic Designer*
- 2021 – Present – FDOT District Four Broward Commuter Rail (BCR) PD&E Study, Broward County, Florida** – Ms. Salinas assists MRG's Public Information Officers with the graphic design and development of collaterals/informational materials for the Broward Commuter Rail PD&E Study public meetings. Materials include mailers, postcards, newsletters, Frequently Asked Questions sheets (FAQs), fact sheets, newspaper advertisements, social media partner posts, meeting notices, name tags, comment box inserts, sign-in sheets, and comment forms. *Reference: Mike Ciscar, Corradino Group, 305.594.0735. Project Role: Graphic Designer*
- 2021 – Present – Broward Metropolitan Planning Organization (MPO) Staff Retreat 2021, Broward County, Florida** – Ms. Salinas prepared materials and graphics that are easy-to-understand, visually engaging and provided all employees with the detail they needed to understand the MPO's updated personnel manual and telework policies. Materials included staff and management agendas, question forms, and a detailed event presentation. *Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Graphic Designer*

### Professional Credentials

Bachelor of Fine Arts  
in Graphic Design

Minor in Social Media and  
E-Marketing Analytics

Minor in Art History  
*Florida International  
University, 2020*

Associates of Arts (AA)  
in Graphic Design  
*Miami International  
University of Art and Design,  
2018*

### Basis For Team Selection

Expertise in effectively  
developing graphics for print  
and digital

Website design and  
development

Photography and video  
production/editing

Bilingual (English/Spanish)

### Office Location

Miami, Florida

**Availability:** 60%

# Dayana Sanjurjo

## Community Outreach Specialist (Bilingual)



Dayana Sanjurjo has over 19 years of professional experience specializing in managerial services and for the past six years she has assisted MRG's Public Information Managers and Officers with all transportation-related projects and public outreach efforts. She has worked and continues to work on multiple projects and campaign initiatives within Monroe and Miami-Dade counties. *Select MRG project experience includes:*

### Professional Credentials

Associates of Art, International Fine Arts College, Miami, FL, 2003

Bachelor of Fine Arts, Interior Design, Art Institute of Fort Lauderdale, FL, 2005

### Basis For Team Selection

Assists with major educational campaigns throughout Monroe and Miami-Dade counties.

Proven management and leadership skills and results-driven, multifaceted professional with experience coordinating public meetings and onsite project inspections.

Skilled in stakeholder research, communicating to the public in English and Spanish and highly experienced in maintaining organized and complex project records and databases.

Bilingual (English/Spanish)

### Office Location

Miami, Florida

**Availability:** 60%

- **2019 – 2023 – Florida Department of Transportation (FDOT) District Six Districtwide Communication Programs and Special Projects – Traffic Operations, Monroe and Miami-Dade Counties, Florida** – Mrs. Sanjurjo assisted the Lead COS with organizing outreach events, contacting agency partners to confirm participation, conducted door-to-door distributions and made follow-up phone calls to organizations as needed for the following traffic operations campaigns:

  - Drive Safe Aggressive Driving and Put it Down Distracted Driving
  - High Bicycle Crash Location Outreach

*Reference: Tish Burgher, FDOT, 305.470.5349. Project Role: Assistant Community Outreach Specialist*
- **2024 – Present – Lee County Metropolitan Planning Organization (MPO) Safe Streets 4 All (SS4A) Comprehensive Safety Action Plan, Lee County, Florida** – Lee County MPO SS4A Study focuses on the County's Safety Action Plan to enhance road safety and reduce fatal and serious injury crashes. This comprehensive plan identifies projects and strategies based on thorough data analysis and community engagement, ensuring alignment with the USDOT Safe Streets for All program and the Federal Highway Administration's methodology. Mrs. Sanjurjo assists the Lead COS with all public outreach efforts for this project including the coordination of public meetings, stakeholder meetings and the preparation of project collaterals and meeting materials. *Reference: Matthew Maher, Stantec, 407.638.2012. Project Role: Community Outreach Specialist*
- **2021 – Present – Miami-Dade County Department of Transportation and Public Works (DTPW) – Vision Zero Initiative, Miami-Dade County, Florida** – The Miami-Dade County Department of Transportation and Public Works has committed to eliminating traffic deaths and serious injuries within their transportation network by 2040 through their Vision Zero Program. MRG is leading the public engagement efforts for this life saving initiative and tasks include developing the project fact sheet and website, creating Social Pinpoint online map surveys, logo development and engaging communities to expand awareness. MRG conducts outreach by neighborhood and one on one surveying/working with various municipalities. Mrs. Sanjurjo assists the Public Involvement Manager with all public involvement activities for this initiative. *Reference: Paola Baez, Miami-Dade County, 786.469.5204. Project Role: Community Outreach Specialist*
- **2023 – 2024 – FDOT District Six Wrong Way Driving (WWD) Initiative Campaign, Miami-Dade County, Florida** – The WWD initiative was originally created to eliminate crashes that are attributable to Wrong Way Driving throughout Miami-Dade County. Mrs. Sanjurjo was the Communications Outreach Specialist who assisted the Project Manager with multiple public involvement efforts which includes coordination with seven local municipalities and Miami-Dade County's elected and appointed officials to effectively communicate and maximize messaging to the targeted community. Her responsibilities included educating the public regarding ramp improvements through innovative advertising, earned media, partner collaborations and educational outreach, and informing stakeholders about upcoming construction efforts and potential impacts. She led a joint-public outreach effort while hosting a Media Availability Day in conjunction with the Florida Highway Patrol, for the Initiative in May 2023. *Reference: Andres Berisiartu, FDOT 305.640.7433. Project Role: Community Outreach Specialist*

# Paulette Summers

## Community Outreach Specialist



### Professional Credentials

Bachelor of Administration,  
Major: International Business,  
Minor: Marketing and  
Management; FIU, 2003

### Basis For Team Selection

Over 8 consecutive years of  
working as COS in the Florida  
Keys

Currently assigned to major  
District Six Districtwide  
contracts, including the  
Monroe County Design and  
Construction Projects

Responsible for or assisted  
with multiple award-winning  
contracts, including Florida  
Transportation Builders  
Association - Florida's best in  
construction community  
awareness, 2020

Over 26 years of extensive  
public relations and marketing  
experience, including media  
outreach

Demonstrates strong public  
involvement, problem-solving,  
organizational skills coupled  
with her innate ability to build  
positive strategic alliances,  
through business partnerships  
and community members

### Office Location

Miami, FL

**Availability:** 60%

Mrs. Summers has over 26 years of experience specializing in public involvement, facilitation services, public relations, media relations, social media and marketing services. For over eight years, Mrs. Summers has had the unique position of leading the public involvement efforts on concurrent districtwide design and construction contracts throughout Monroe County and Miami-Dade, namely the Florida Department of Transportation (FDOT) District Six Districtwide Public Communications Consulting Services on Miscellaneous Construction Projects and Districtwide Public Communications Consulting Services on Miscellaneous Design Projects. As part of the contract, Mrs. Summers led all PI efforts for Ribbon Cutting Ceremony held in January 2022 for the Old Seven Mile Bridge (between Knights Key to Pigeon Key). *Select project experience includes:*

- **2021 – 2023 – Key West International Airport Concourse A and Terminal Improvements Program Architectural and Engineering Services Contract, Monroe County, Florida** – Mrs. Summers led the public involvement efforts on this contract where she oversaw staff who rendered graphic design services in preparation of a public meeting held in October 2021 and assisted client in coordinating with multiple vendors on the production and installation of large format wall wraps at the airport. She provided similar services on another public meeting in Summer 2022. *Reference: Richard Strickland, Key West International Airport, 305.393.7742. Project Role: Community Outreach Specialist*
- **9/2019 – 11/2019 – FDOT District Six Key West (North Roosevelt Boulevard) Pedestrian Hybrid Beacon (PHB) Educational Campaign Initiative (Construction Phase), Monroe County, Florida** – MRG was contracted to assist FDOT District Six in its efforts to inform the public of the Key West PHB Beacons. Five PHBs were installed and activated at the existing mid-block crossings along North Roosevelt Boulevard. MRG lead staff was responsible for educating drivers, pedestrians and cyclists on how to effectively use the PHB with the distributing of flyers. The educational outreach efforts conducted were to ensure that all users are well-informed about the benefits of these devices as well as how they work. Mrs. Summers was the Lead COS on this contract. *Reference: Rodolfo Roman, FDOT, 305.640.7437. Project Role: Assistant Community Outreach Specialist*
- **1/2018 – 3/2018 – FDOT District Six Key West (North Roosevelt Boulevard) Pedestrian Hybrid Beacon (PHB) City-Wide Project (Design Phase), Monroe County, Florida** – Mrs. Summers was the Lead Community Outreach Specialist responsible for all the public involvement efforts related to this city-wide contract, which ran along US 1/North Roosevelt Boulevard, a main artery in the City of Key West. She worked closely with the FDOT assigned Project Manager, District Six, Communications Manager, and Infinite Source Communications Manager, to ensure that stringent deadlines were met, with this fast-tracked project. *Reference: Monica Diaz, Infinite Source Communications, 305.573.0089, Project Role: Community Outreach Specialist/Graphic Designer*
- **2017 – 2022 – FDOT District Six Old Seven Mile Bridge Ribbon Cutting, Monroe County, Florida** – Mrs. Summers led all PI efforts in preparation for the FDOT District Six Old Seven Mile Bridge Ribbon Cutting Ceremony in Marathon. This project consisted of repairing the bridge to restore connectivity between Knights Key and Pigeon Key, while creating a recreational area with safe bicycle and pedestrian conditions. Since its reopening, the bridge has attracted thousands of residents and transients which brings enormous historical and economic value to the community. MRG's collaborative efforts with Monroe County, City of Marathon, the Department of Environmental Protection, the Pigeon Key Foundation, Friends of Old Seven, the Monroe Tourist Development Authority, the Greater Marathon Chamber of Commerce and many others led to a successful event. *Reference: Tish Burgher, FDOT, 305.470.5277. Project Role: Community Outreach Specialist*

# Appendix B

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*Sworn Statements and Affidavits*

## Appendix B. Sworn Statements and Affidavits

### B.1 Exceptions

We request the following modifications to the contract terms included in the above-mentioned RFP:

1. The indemnification language in Article 1.24.A of Section 1 General Terms and Conditions is worded broadly and can be construed to hold the Contractor liable for damages or losses even if they were not caused by the Contractor's negligence. We suggest the obligation to indemnify be predicated on Contractor's negligence or wrongful conduct and accordingly would request the following modifications to the language of Article 1.24.A:

The Awarded Proposer agrees to indemnify, defend and hold harmless the City, its officers, elected officials, agents, volunteers and employees, from and against any and all liability, claims, demands, damages, fines, fees, expenses, penalties, suits, proceedings, actions and cost of action, including reasonable attorney's fees for trial and on appeal, and of any kind and nature to the extent arising or growing out of or in any way connected with the Awarded Proposer's negligent performance of the Agreement ~~whether by the negligent act or omission of the Awarded Proposer, its agents, servants, or employees or others, or because of or due to the mere existence of the Agreement between the parties;~~ unless said claim for liability is caused ~~solely~~ by the negligence of the City or its agents or employees.

The Awarded Proposer shall further indemnify, defend and hold harmless the City, its elected officials, its Officers, employees, agents and volunteers (collectively referred as "Indemnitees") against all loss, costs, penalties, fines, damages, claims, expenses, including reasonable attorney's fees, or liabilities ("collectively referred to as "liabilities") by reason of any injury to, or death of any person, or damage to, or destruction, or loss of any property to the extent arising out of, resulting from, or in connection with the Awarded Proposer's negligent performance, or nonperformance of the services contemplated by this agreement to the extent which is, or is alleged to be directly, ~~or indirectly~~ caused, in whole, or in part by any negligent act of omission, or default, ~~or negligence~~ of the Awarded Proposer, its employees, agents, or subcontractors.

2. Further, please consider the following similar modifications to the first paragraph of The City of Key West Indemnification Form:

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability to the extent arising out of injury or death to any person or the damage, loss of destruction of any property to the extent which may occur or in any way grow out of any negligent act or omission of the PROPOSER, its agents, servants, and employees during the performance of this Agreement, or any and all costs, expense and/or reasonable attorney fees incurred by the City as a result of any claim, demands, and/or causes of action to the extent resulting out of PROPOSER's negligent performance except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees.

3. According to Article 1.03 of Exhibit "A" Minimum Insurance Requirements, all insurance except Professional Liability policy, shall include the City as an additional insured. Since our Worker's Compensation does not allow additional insureds either, please consider the following modification to the first sentence of Article 1.03:

The City shall be specifically included as an additional insured on the Consultant's Liability policies with the exception of the Consultant's Professional Liability and Worker's Compensation

policies (if required) and shall also provide the "Severability of Interest" provision (a/k/a "Separation of Insured's" provision).

4. Article 1.08 of Exhibit "A" Minimum Insurance Requirements the Insurance Coverage Requirements requires Consultant's insurance to provide primary coverage. While CS can provide its Commercial General Liability and Automobile Liability on a primary basis, it is not possible for CS to provide its Workers' Compensation and Professional Liability policies on a primary basis. As such please modify the first sentence of Article 1.08 to read:

All insurance coverage of the Consultant with the exception of the Consultant's Professional Liability and Worker's Compensation policies shall be primary to any insurance or self-insurance program carried by the City.

## B.2 Requested Affidavits and Licenses

All required forms and affidavits have been signed and notarized as required, and can be found in the following pages.





**City of Key West**  
1300 White Street  
Key West, FL  
33040

**ADDENDUM NO. 1**  
**Key West City-wide Comprehensive**  
**Safety Action Plan**  
**RFP # 24-008**

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature.

**QUESTIONS:**

1. Due to prolonged shipping delays throughout North America, we kindly request the City accepts electronic submittals via email or secure file transfer for responses to the proposal. At a minimum, we would like to request the acceptance of electronic submittals with corresponding tracking information to be deemed responsive in case the hard copies are delivered after the RFP closing period.

Response – **Electronic submittals will not be accepted. The City of Key West is taking steps to allow electronic submittals in the future, but it will not be an option for this RFP.**

2. On PDF page 31 of the RFP, it does not mention that the Approach and Methodology are included in the page limit. Do these two sections count towards the 20-page limit?

Response – **In Section 3.4.1 Response Content: Part F. Approach and Methodology, Part G. Knowledge of Key West, and Part H. Sworn Statements and Affidavits – the responses will not count toward the page limit.**

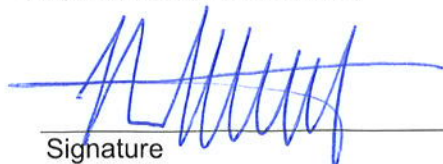
3. Can we include a cover letter with our submittal? Will this count towards the page limit?

Response – **A cover letter can be included and will count toward the page limit.**

4. Does the City have an anticipated or desired end date for this contract?

Response – **The targeted Safety Action Plan completion date is 3/31/2025. The Safe Streets and Roads for All grant Period of Performance end date is 5/31/2026.**

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 1** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

  
Signature

*Cambridge Systematics, Inc.*  
Name of Business



**City of Key West**  
1300 White Street  
Key West, FL  
33040

**ADDENDUM NO. 2**  
**Key West City-wide Comprehensive**  
**Safety Action Plan**  
**RFP # 24-008**

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature.

**QUESTIONS:**

1. Task 9 Evaluation & Reporting mentions that a memo should be developed to specify that safety and equity outcome data be made publicly available (online) at specified time intervals (e.g., annually). As described in Task 4 ('Community Engagement'), the Project webpage will ultimately serve as a permanent Vision Zero dashboard - including a dynamic map of severe and fatal crashes, crash trend summaries, policy/project/strategy implementation summaries, and an evaluation of progress made toward the City's Vision Zero goal - to be updated annually by City staff. Is it the expectation that the dashboard is developed by the contractor?

Response – **The contractor will need to produce the structure for reporting. It is the intent of City staff to provide updates to a “Vision Zero” page that resides at the <https://cityofkeywest-fl.gov/> domain using existing City resources.**

2. The RFQ requests "budget and timeline". Is the City asking for the proposed total budget or do you require a detailed breakdown in a price proposal? If so, can you provide the template or guidance on the level of detail expected.

Response – **The City would prefer a detailed breakdown by task, but there is not a template available.**

3. Could the City of Key West clarify if any of the required forms need to be filled-out by the subconsultants, and if so, identify which of these forms are needed from them?

Response – **Subconsultants do not need to complete any forms.**

4. The Q&A release is scheduled to be published on August 28th. Since the City would like to receive Hard Copies of the proposal via mail, we would need to print and ship by August 30th at the latest to ensure The City receives our proposal on time, given that a holiday, Labor Day is on September 2nd. This would leave us with only 2 working days to work any changes that may result from the Q&A into the proposal. Would the City consider extending the deadline of proposal submission, so proposers have sufficient time to address changes?

Response – **We do not anticipate extending the proposal deadline at this time.**

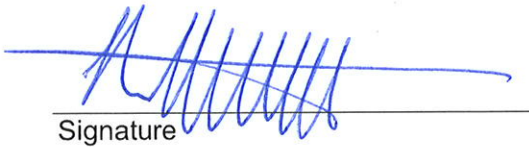
5. Are the cover pages, table of contents and dividers included in 20-single side page limitation?

Response – **Although cover pages are included in the page limit, a table of contents and dividers may be excluded from the limit.**

6. If the President and CEO of the company signs the proposal, do we still need to provide evidence of his authority to sign?

Response – **As the signed proposal submission asserts authority, no additional evidence of authority is necessary.**

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 2** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

  
Signature

*Cambridge Systematics, Inc.*  
Name of Business



**City of Key West**  
1300 White Street  
Key West, FL  
33040

**ADDENDUM NO. 3**  
**Key West City-wide Comprehensive**  
**Safety Action Plan**  
**RFP # 24-008**

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposals (RFP) package is hereby amended in accordance with the following items:

**AMENDMENT TO EVALUATION CATEGORY 5: COST PROPOSAL**

The point value of Category 5: Cost Proposal shall be 35, for a Total Points Possible of 130.

**ADDITION OF LOCATION AND ZOOM LINK FOR EVALUATION COMMITTEE MEETING**

Evaluation Committee for RFQ #24-008 Key West City-wide Comprehensive Safety Action Plan will meet to rank proposals September 11, 2024 at 2:00PM at City Hall, 1300 White Street, Key West, FL 1<sup>st</sup> Floor, City Commission Conference Room.

Attendance via Zoom can be accessed through the following link:

<https://cityofkeywest-fl-gov.zoom.us/j/89150292322?pwd=kIYpFriLHZ8WL7nH0OgAMU3A4474X8.1>

Meeting ID: 891 5029 2322 Passcode: 240483

Dial by your location+1 305 224 1968 US

**QUESTIONS:**

1. Concerning 3.2.11.1: confirm the interpretation of this to be the creation of an RFP type of summary seeking services from identified, qualified candidates to implement the work outlined for the project.

**Response – For Task 11, the consultant shall prioritize projects and strategies (the “top candidate(s)”) that would be suitable for grant assistance – such as those which may be appropriate to submit for a Safe Streets and Roads for All Implementation Grant (or other implementation grant). Rather than an RFP, the consultant shall provide an Executive Summary that the City will ultimately use to seek additional funding.**

2. Concerning the 3.2.11.2: confirm the deliverable here to be a summary of the expectations for the candidates who are eligible to implement the project.

**Response - 2.11.2 identifies specific deliverables that will be helpful to justify implementation and may be required to apply for a subsequent grant.**

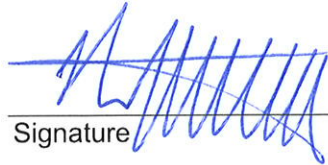
3. Is the “timeline” requested in the proposal the schedule to complete the development of the action plan or its implementation?

Response – The “**timeline**” in the **Evaluation category** refers to the **schedule to complete the development of the action plan, not future project implementation.**

4. The RFP Content and Evaluation criteria asks for a Proposed Budget and Timeline. To be in compliance with the Federal Brooks Acts, is the intent of the City's request for a budget, actually a request for proposed staff hours?

Response – **Yes, upon further review, the budget should be a fixed-fee price and submissions should factor in all costs including staff labor rates and hours. Note that this expands upon Addendum No. 2: Question 2.**

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 3** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

  
Signature

*Cambridge Synchronics, Inc.*  
Name of Business

**ANTI-KICKBACK AFFIDAVIT**

STATE OF Massachusetts )

: SS

COUNTY OF Middlesex )

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward, or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: Brad W. Wright

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day 27 of August, 2024, by Brad W. Wright.



Christine M. Zhu  
(Signature of Notary Public)  
**CHRISTINE M. ZHU**  
Notary Public  
COMMONWEALTH OF MASSACHUSETTS  
My Commission Expires  
May 1, 2031

(Name of Notary Typed, Printed, or Stamped)

Personally Known  OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_

NON-COLLUSION AFFIDAVIT

STATE OF Massachusetts )

: SS

COUNTY OF Middlesex )

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

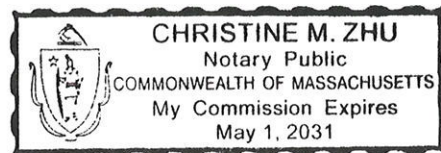
BY: Brad W. Wright 

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this 27 day of August, 2024, by Brad W. Wright.



Christine M. Zhu  
(Signature of Notary Public- State of Florida)

Christine M. Zhu  
(Name of Notary Typed, Printed, or Stamped)



Personally Known  OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_

**SWORN STATEMENT UNDER SECTION 287.133(3)(A)  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid or Proposal for \_\_\_\_\_  
RFP 24-008 Key West City-wide Comprehensive Safety Action Plan

2. This sworn statement is submitted by: \_\_\_\_\_  
Cambridge Systematics, Inc  
(Name of entity submitting sworn statement)

whose business address is: \_\_\_\_\_  
101 Station Landing, Suite 410, Medford, MA 02155

and (if applicable) its Federal Employer Identification Number (FEIN) is: \_\_\_\_\_  
04-2505095

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)

3. My name is \_\_\_\_\_  
Brad W. Wright  
(Please print name of individual signing)

and my relationship to the entity named above is: \_\_\_\_\_  
President & CEO

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by



indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime; or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

  x   Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

           The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

           The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the

management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Handwritten Signature]  
(Signature)

9/4/202  
(Date)

STATE OF Massachusetts

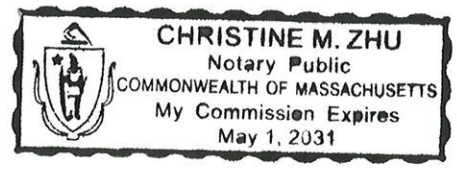
COUNTY OF Middlesex

Sworn to (or affirmed) and subscribed before me by means of [X] physical presence or [\_\_\_] online notarization, this day of, 2024, by \_\_\_\_\_.



Christine M. Zhu  
(Signature of Notary Public- State of Florida)

Christine M. Zhu  
(Name of Notary Typed, Printed, or Stamped)



Personally Known X OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_

**EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT**

STATE OF Massachusetts )

: SS

COUNTY OF Middlesex )

I, the undersigned hereby duly sworn, depose and say that the firm of Cambridge Systematics, Inc. provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: Brad W. Wright



Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this      day of August, 2024, by Brad W. Wright.

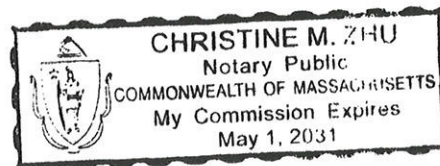


Christine M. Zhu  
(Signature of Notary Public- State of Florida)

Christine M. Zhu  
(Name of Notary Typed, Printed, or Stamped)

Personally Known  OR Produced Identification     

Type of Identification Produced     



**CONE OF SILENCE AFFIDAVIT**

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Massachusetts )

: SS

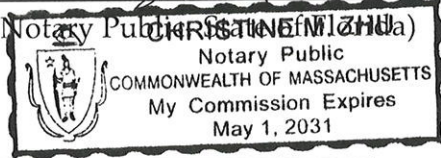
COUNTY OF Middlesex )

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees, and agents representing the firm of Cambridge Systematics, Inc. have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence (attached).

By: Brad W. Wright 

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this      day of August, 2024, by Brad W. Wright.



Christine M. ZHU  
(Signature of Notary Public CHRISTINE M. ZHU)  


\_\_\_\_\_  
(Name of Notary Typed, Printed, or Stamped)

Personally Known  OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_

Sec. 2-773. Cone of Silence.

- a. Definitions. For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
  - (1) Competitive solicitation means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
  - (2) Cone of silence means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
  - (3) Evaluation or selection committee means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
  - (4) Vendor means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
  - (5) Vendor's representative means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- b. Prohibited communications. A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
  - (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
  - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
  - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee; therefore, and
  - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee, therefore.
- c. Permitted communications. Notwithstanding the foregoing, nothing contained herein shall prohibit:
  - (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
  - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation. (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk. (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;

- (3) Oral communications at duly noticed pre-bid conferences;
- (4) Oral presentations before publicly noticed evaluation and/or selection committees;
- (5) Contract discussions during any duly noticed public meeting;
- (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
- (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
- (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;

d. Procedure.

(1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.

(2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation or takes other action which ends the competitive solicitation.

(3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.

e. Violations/penalties and procedures.

(1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.

(2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.

(3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.

(4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.

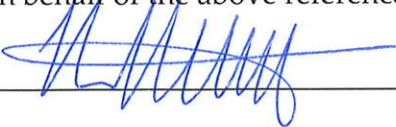
(5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2- 834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section. (Ord. No. 13-11, § 1, 6-18-2013)

**VENDOR CERTIFICATION REGARDING**  
**SCRUTINIZED COMPANIES LISTS**

Respondent Vendor Name: <u>Cambridge Systematics, Inc.</u>
Vendor FEIN: <u>04-2505095</u>
Vendor's Authorized Representative Name and Title: <u>Brad W. Wright, President &amp; CEO</u>
Address: <u>101 Station Landing, Suite 410</u>
City: <u>Medford</u> State: <u>Massachusetts</u> Zip: <u>02155</u>
Phone Number: <u>781-539-6729</u>
Email Address: <u>bwright@camsys.com</u>

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By: <u>Brad W. Wright</u> <u>President &amp; CEO</u>
<i>Print Name</i> <span style="margin-left: 200px;"><i>Print Title</i></span>
who is authorized to sign on behalf of the above referenced company.
Authorized Signature: <u></u>

**CITY OF KEY WEST INDEMNIFICATION FORM**

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes. PROPOSER understands and agrees that any and all liabilities regarding the use of any subcontractor for services related to this agreement shall be borne solely by the PROPOSER. Ten dollars of the consideration paid by the City is acknowledged by PROPOSER as separate, good and sufficient consideration for this indemnification. This indemnification shall be interpreted to comply with Section 725.06 and 725.08, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

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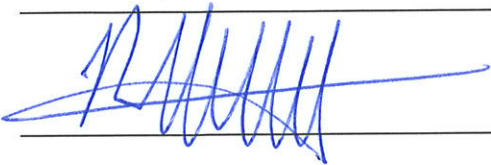
COMPANY SEAL

PROPOSER: Cambridge Systematics, Inc.

Brad W. Wright

Address 101 Station Landing, Suite 410

Medford, MA 02155

Signature 

Brad W. Wright  
Print Name

8/24/2024  
Date

President & CEO  
Title

NOTARY FOR THE PROPOSER

STATE OF Massachusetts

COUNTY OF Middlesex

The foregoing instrument was acknowledged before me by means [] physical presence or [] online notarization, this \_\_\_\_ day of August, 2024, by Brad W. Wright.

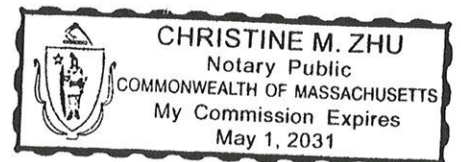


Christine M. Zhu  
(Signature of Notary Public- State of Florida)

Christine M. Zhu  
(Name of Notary Typed, Printed, or Stamped)

Personally Known  OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_



**AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT**  
**FOR LABOR OR SERVICES**

Entity/Vendor Name: Cambridge Systematics, Inc.  
Vendor FEIN: 04-2505095  
Vendor's Authorized Representative: Brad W. Wright President & CEO  
(Name and Title)  
Address: 101 Station Landing, Suite 410  
City: Medford State: MA Zip: 02155  
Phone Number: 781-539-6729  
Email Address: bwright@camsys.com

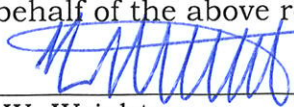
As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to abide by same.

Certified By: Brad W. Wright, who is authorized to sign on behalf of the above referenced company.

Authorized Signature:   
Print Name: Brad W. Wright  
Title: President & CEO

## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

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

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

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

Organization: Cambridge Systematics, Inc

Street address: 2101 W. Commercial Blvd Suite# 3200

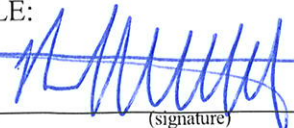
City, State, Zip: Fort Lauderdale, Florida 33309

Brad W. Wright

CERTIFIED BY: (type or print)

President & CEO

TITLE:

  
(signature)

9/4/2024

(date)

# *State of Florida*

## *Department of State*

I certify from the records of this office that CAMBRIDGE SYSTEMATICS, INC. is a Massachusetts corporation authorized to transact business in the State of Florida, qualified on August 2, 1996.


The document number of this corporation is F96000003952.

I further certify that said corporation has paid all fees due this office through December 31, 2022, that its most recent annual report/uniform business report was filed on April 21, 2022, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Eighteenth day of August,  
2022*



  
*Secretary of State*

Tracking Number: 8764665189CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Foreign Profit Corporation

CAMBRIDGE SYSTEMATICS, INC.

### Filing Information

<b>Document Number</b>	F96000003952
<b>FEI/EIN Number</b>	04-2505095
<b>Date Filed</b>	08/02/1996
<b>State</b>	MA
<b>Status</b>	ACTIVE
<b>Last Event</b>	REINSTATEMENT
<b>Event Date Filed</b>	12/19/2003

### Principal Address

101 Station Landing  
SUITE 410  
Medford, MA 02155

Changed: 01/23/2018

### Mailing Address

101 Station Landing  
SUITE 410  
Medford, MA 02155

Changed: 01/23/2018

### Registered Agent Name & Address

CORPORATION SERVICE COMPANY  
1201 HAYS STREET  
TALLAHASSEE, FL 32301-2525

### Officer/Director Detail

#### **Name & Address**

Title President, Director

WRIGHT, BRADFORD W  
101 Station Landing  
SUITE 410  
Medford, MA 02155