

KEY WEST CITY-WIDE COMPREHENSIVE SAFETY ACTION PLAN

RFP #24-008 ■ SEPTEMBER 4, 2024



August 28, 2024

City of Key West
Attn: City Clerk
1300 White Street, Key West, FL 33040

RE: RFP #24-008—Key West City-wide Comprehensive Safety Action Plan

Dear Members of the Selection Committee:

Toole Design Group commends the City of Key West in its continued commitment to roadway safety and for securing funding through the Safe Streets and Roads for All (SS4A) program. We share your vision of reducing traffic deaths and serious injuries, and we're ready to work together to establish a clear path forward to achieving your Vision Zero target by 2035. Our approach will draw on Key West's previous and ongoing efforts, such as Complete Streets projects on South Street, the Bertha Street pedestrian facility, and the Car-Free Key West initiative, to craft a plan that uses effective countermeasures that meets the unique needs of Key West as a vibrant tourism hub that prioritizes mobility for all residents and visitors.

Toole Design is your ideal partner because we bring:

- Familiarity with the Key West community, data, and street characteristics through our work on the 2019 Bicycle and Pedestrian Master Plan, which will provide a strong foundation for this plan.
- National leadership in safety countermeasures and design, including authorship of seminal industry resources like the AASHTO *Guide for the Development of Bicycle Facilities* and FHWA's *Achieving Multimodal Networks* guide.
- A full-service in-house data analysis team with core expertise in bicycle network, safety, and equity analyses; data-driven prioritization; and customized interactive web maps.
- Creative and grassroots engagement techniques tailored to each community, and team members that value local knowledge and lived experiences as a form of data.

Our leadership team brings 15 years of combined experience in the development, adoption, and implementation of SS4A Action Plans. We take our safety work seriously—we're committed to continually developing and refining strategies that have measurable impacts and save lives. **Byron Rushing**, Toole Design's Project Manager, has managed regional- and local-scale Vision Zero and safety action plans, including metropolitan Atlanta's Regional Safety Strategy and Safe Streets for Walking and Bicycling Safety Action Plan. **Henry Cohen**, our Deputy Project Manager, has an intimate understanding of the detail that is needed to conduct analyses and communicate results that can be used in engagement efforts. Principal-in-Charge **Jared Draper** has helped communities across the U.S. successfully develop and implement Safety Action Plans and leverage them for additional SS4A grant funding.

This Safety Action Plan is an important effort that requires the expedient work, leadership, technical proficiency, national expertise, and local knowledge that Toole Design brings. We look forward to partnering with you to develop a plan that is forward-thinking, attainable, and will allow all Key West residents and visitors travel safely and comfortably, whether they walk, bike, roll, take transit, or drive. If you have any questions, please contact Project Manager Byron Rushing at 470.800.9525 x283 or brushing@tooledesign.com. Thank you for considering our team.

Sincerely,



Jared Draper, AICP

Director of Operations, Southern U.S.

B. INFORMATION PAGE

Project Name: RFP #24-008 Key West City-wide Comprehensive Safety Action Plan

Submitting Vendor: Toole Design Group, LLC

Contact Person: Byron Rushing, Project Manager
659 Auburn Avenue, Suite 255, Atlanta, GA 30312
p. 470.800.9525 x283 f. 301.927.2800 brushing@tooledesign.com

Authorized Signatory: Jared Draper, AICP, Director of Operations, Southern U.S.
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**Per the RFP and Addendum #1, these sections do not count towards the page limit*

C. FIRM BACKGROUND

Toole Design is North America’s leading planning, engineering, and landscape architecture firm specializing in multimodal transportation planning and design. Toole Design is a mission-based firm—we were established with the vision of transforming spaces into people-centered places where walking, rolling, bicycling, taking transit, and driving are safe, convenient, and reliable for everyone.

Safety is a core value and guiding principle for every project. We do not accept that fatal traffic crashes are inevitable—by using the Safe System Approach, fatal crashes can be prevented. We are committed to the goals of the Safe Streets for All (SS4A) program, and our safety experts are highly skilled at conducting detailed crash analyses, engaging the community in ways that ensure all voices are heard, and developing action plans that make an impact.

Toole Design is proud to be at the forefront of the safety movement in communities large and small. We are involved in the National Safety Council’s Road to Zero Coalition and the Vision Zero for Youth workgroup. Our team uses a variety of analytical tools to first identify crash trends and their causes, and then work with the community to implement proven countermeasures to prevent them in the future. The resulting data-driven plans reflect both technical expertise and deep empathy for the human side of traffic deaths and serious injuries.

SAFETY APPROACH

Toole Design understands that a safety action plan is only effective if it is understandable and implementable. Throughout the planning process, our team engages and educates local government staff, elected officials, stakeholders, and the public, creating champions for safety that take ownership of individual action plan elements to ensure they are accomplished.

We take a holistic approach to safety planning that includes:

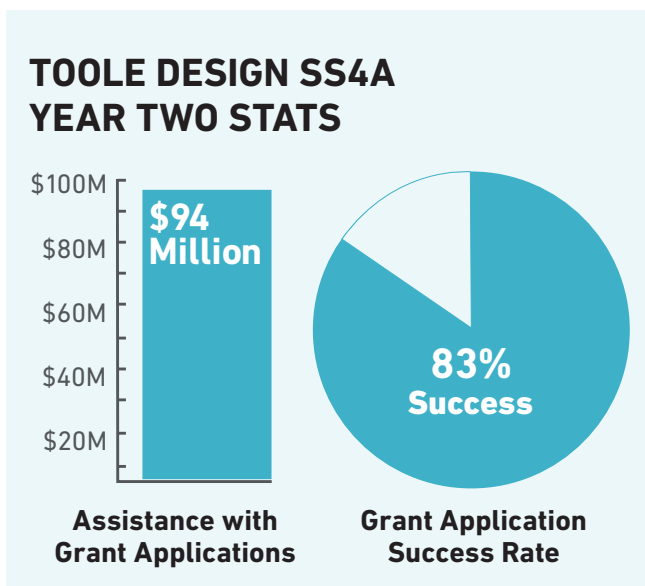
- Committing to equity
- Comprehensive data collection and analysis
- An engaging and community-led process
- Multidisciplinary leadership
- Prioritizing safe streets for all users
- Emphasizing safe speeds
- Promoting a culture of safety

DATA FOCUSED

We know how to apply data-driven safety analysis to the unique contexts for corridors and intersections. Through projects such as the Safer Streets Priority Finder (SSPF), Denver Vision Zero Plan, Atlanta Vision Zero Plan, and more, we have developed scripts to optimize data analysis and generate missing roadway information to provide a more robust understanding of safety challenges. In Austin, we are working with city staff to develop a pedestrian safety toolkit to apply to signalized intersections. In Northwest Arkansas, we leveraged our development of a Safety Action Plan to then pursue and win a SS4A Supplemental Planning Grant to develop a Complete Streets Design Guide. We have similarly gone beyond planning with the City of Boston, working with them after writing the Vision Zero Action Plan in 2015 to implement and evaluate roadway designs to respond quickly to fatal crashes and proactively address high-injury corridors and intersections.

SETTING THE STANDARD

Toole Design staff are recognized safety experts who have published multiple peer-reviewed journal articles about safety and data analysis. Many also hold leadership positions with the Transportation



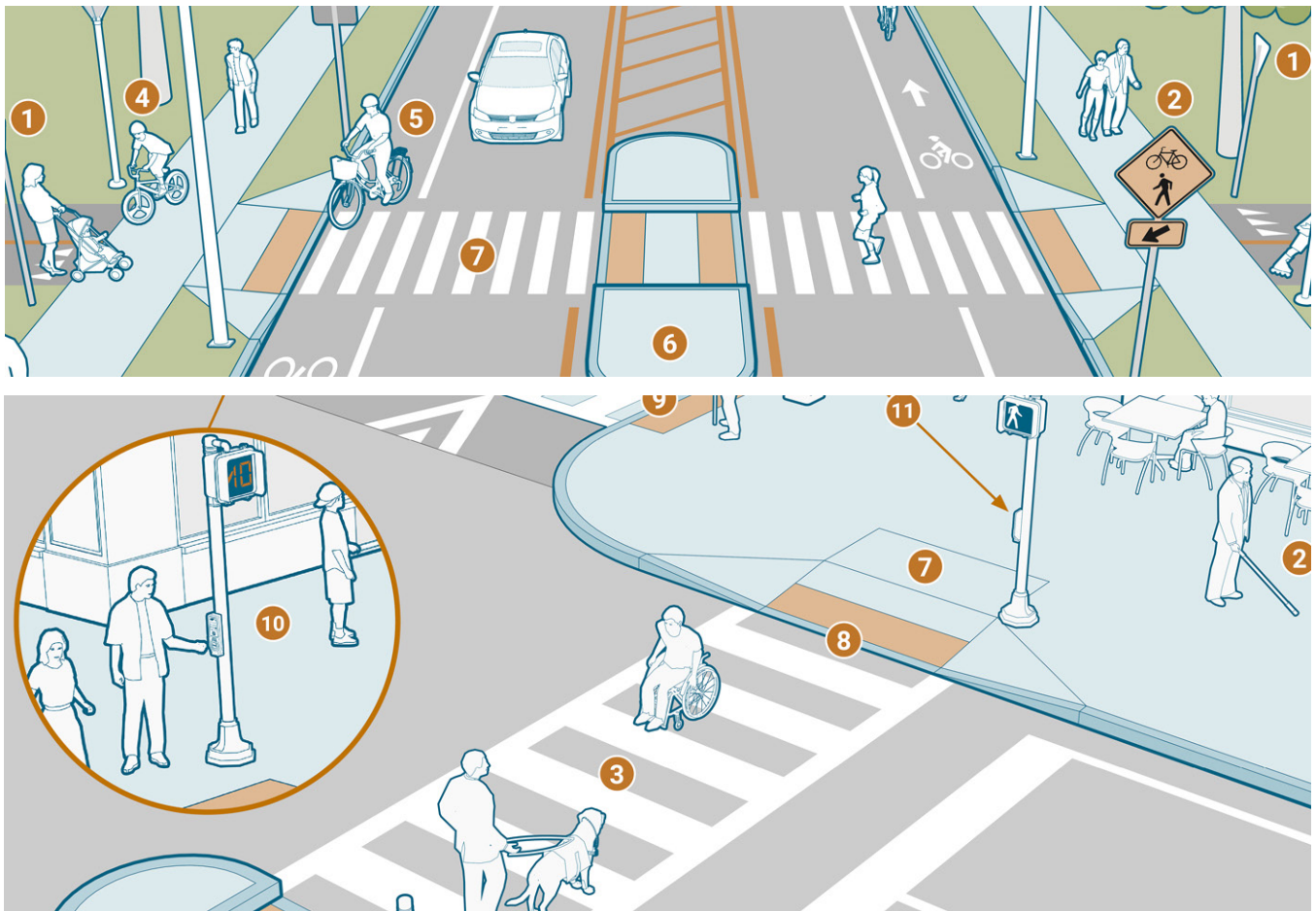
Research Board (TRB) and Institute of Transportation Engineers (ITE). We led the development of the National Cooperative Highway Research Program (NCHRP) *Guidebook on Pedestrian and Bicyclist Safety at Intersections*, and we bring a thorough understanding of risk factors, crash trends, and countermeasures that will ensure the highest quality of analysis and results. Our in-house research team brings the latest expertise in traffic safety data analysis, policy and design guidance, crash evaluation, countermeasure selection, and facility design. We lead the way in deploying treatments that deliver high-impact, low-cost safety improvements to assist cities in achieving their safety goals. Our award-winning planners and graphic designers create compelling visualizations that help people understand the impact of collisions and the populations most affected.

Toole Design's authorship of federal guidance documents such as the American Association of State

Highway and Transportation Officials (AASHTO) *Guide for the Development of Bicycle Facilities* and the Federal Highway Administration's (FHWA) *Achieving Multimodal Networks* and *Bikeway Selection Guide* highlight our work in setting the standard for best safety and design practices across the U.S.

EQUITY

Equity must be central to safety work. We know that community context is paramount, and we are dedicated to engaging diverse populations when developing and implementing safety studies and plans. For example, we know that low-income communities and communities of color are disproportionately impacted by traffic violence, so we will specifically seek their input on what actions they feel could be most valuable to decreasing traffic deaths and serious injuries in their communities. In all our safety work, we make great efforts to work with our clients to ensure the results are fair and just for everyone.



Toole Design's graphics and visualizations team excels at providing clear illustrations for the guidance we create, such as the above guidance we developed for the FHWA.

D. PERSONNEL

Toole Design's plan for staffing this project is below. The key personnel indicated on our organization chart are supported by over 250 staff members focused on safe, people-centric transportation across the U.S. The qualifications of our individual staff members are featured in Section I: Resumes.



PROJECT MANAGEMENT



Byron, our Project Manager, is a former resident of the Keys and frequent visitor of Key West. He has both public and private sector experience in developing and implementing multimodal transportation plans, programs, and policies. He has managed regional-scale Vision Zero and Safe System plans—including metropolitan Atlanta’s “Regional Safety Strategy” and “Safe Streets for Walking and Bicycling” safety action plan—as well as leading and supporting local plans for the cities of Atlanta and Dunwoody, GA, Winter Haven, FL, Spartanburg, SC, Laredo, TX, and beyond. Byron believes safety is central to transportation planning, but seeks to integrate broader issues of multimodal planning, trail connectivity, and community development.

Deputy Project Manager Henry is a multimodal planner with experience in safety action plans of various contexts. Of note is his work on the Northwest Arkansas Safety Action Plan, Spartanburg County Safety Action Plan, and Roanoke Vision Zero Action Plan.



E. EXPERIENCE AND REFERENCES

REFERENCES

Toole Design is proud of the work we have completed for our clients. Please contact any of the references listed below to learn about their experience working with our team.



NORTHWEST ARKANSAS REGIONAL PLANNING COMMISSION

Tim Conklin, AICP, Executive Director
479.751.7125 x103 | tconklin@nwarpc.org
1311 Clayton Street, Springdale, AR 72762

Length of Time: 2018-Present

Projects: NACTO Training and Bike Infrastructure Plan, Safety Action Plan (Phase I and II), Razorback Transit Bus Stop Plan, Complete Streets Manual



SPARTANBURG COUNTY

Travis Brown, Director of Public Works
864.595.5320 | twbrown@spartanburgcounty.org
366 N Church Street, Spartanburg, SC 29302

Length of Time: 2014-Present

Projects: Country Club Road Corridor Study, SPATS Long Range Transportation Plan, Highway 221 Development, Engineering On-Call, Bryant Road Survey, Gateway Corridors Plan, Planning On-Call, County Safety Action Plan, The Dan Trail 30% Design, The Dan Final Plans



CITY OF NEW ORLEANS

Jennifer Ruley, PE, Mobility and Safety Division Manager
504.628.9734 | jeruley@nola.gov
1300 Perdido Street, Suite 6W03, New Orleans, LA 70112

Length of Time: 2019-Present

Projects: People for Bike's Big Jump New Orleans, Complete Streets Design, Mobility Planning On-Call, Safer Streets Priority Finder, Moving New Orleans, Safety Action Plan



CITY OF ROANOKE

Rob Issem, Complete Streets and Vision Zero Coordinator
540.853.5887 | robert.issem@roanokeva.gov
1802 Courtland Road N.E., Roanoke, VA 24012

Length of Time: 2024-Present

Projects: Roanoke Vision Zero Action Plan and Bicycle Network Plan



CITY OF DUNWOODY

Eric Linton, City Manager
678.382.6700 | eric.linton@dunwoodyga.gov
4800 Ashford Dunwoody Road, Dunwoody, GA 30338

Length of Time: 2023-Present

Projects: Local Road Safety Plan, Street Design and Implementation

EXPERIENCE

Toole Design has worked on many, similar projects across the U.S. Below, we have featured some of the most relevant examples.

SPARTANBURG COUNTY SAFETY ACTION PLAN

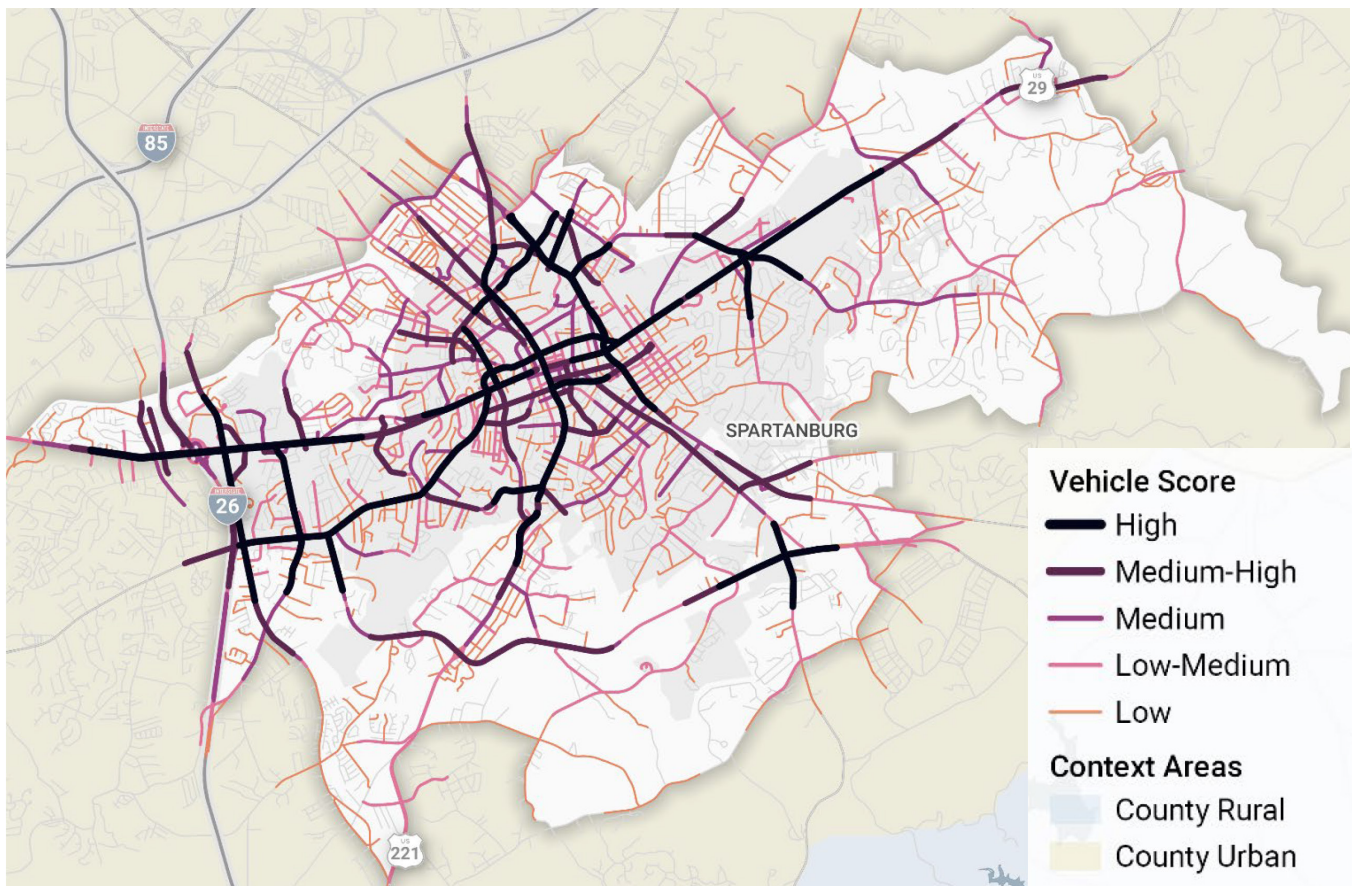
SPARTANBURG COUNTY, SC

Spartanburg County
366 N Church Street, Spartanburg, SC 29302
Project Budget: \$198K
Firm Compensation: \$141K
Completion Date: April 2024

Toole Design partnered with Spartanburg County and the City of Spartanburg to develop a Safety Action Plan that will guide decisions that can increase safety and save lives. The County recognized that the fatal and serious injury crashes that are occurring on the roadway network are preventable and that it will take a systemic approach to transform dangerous

corridors and promote a positive traffic safety culture. The Safety Action Plan included recommendations for prioritized projects, strategic policies, and effective programs that could be implemented by the County and local jurisdictions.

Developing a Plan that meets safety needs across the County requires an approach that is context-appropriate. Toole Design conducted safety analysis based upon the unique characteristics that vary throughout Spartanburg County—City, County Urban, and County Rural. Focusing on context allowed for recommendations and engagement strategies that were tailored to local needs. Engagement for the project used virtual and in-person activities to start the safety conversation. We recognized that roadway safety is not a topic that people normally discuss; therefore, each engagement opportunity was seen as a chance to educate stakeholders and the public while listening to input on how safer streets could benefit individuals and the county as a whole.



Sliding window results for motor vehicles for the City context for Spartanburg County's Safety Action Plan.

DUNWOODY LOCAL ROAD SAFETY PLAN

DUNWOODY, GA

City of Dunwoody
4800 Ashford Dunwoody Road, Dunwoody, GA 30338
Project Budget: \$167K
Firm Compensation: \$144K
Completion Date: November 2023

Toole Design led the development of the Dunwoody Local Road Safety Plan. The plan focused on reducing and eliminating fatalities and serious injuries for all modes of transportation within the City's roadway network. Safety data was captured through both perceptions of safety and mapping of historical crash data. Local priorities were determined through working group meetings, stakeholder listening sessions, community pop ups, and online interactive maps. The Plan recommends projects, policies, and programs that have been proven to reduce crash risks and save lives.



Engagement events for Dunwoody.

The Safety Plan follows the Safe System Approach framework that recognizes that death and serious injuries are unacceptable, humans make mistakes and are vulnerable, responsibility is shared, safety is proactive, and redundancy is crucial. Toole Design assessed existing conditions through analyzing previous planning efforts and mapping existing crash data to determine which roadway characteristics produced a high frequency of crashes. The resulting high injury network highlights where recommendations can be the most effective. Toole Design's Safer Street Model also captured the potential of future crashes, roadways with similar characteristics can be categorized and identified to prevent similar crashes of roadways with similar physical characteristics. The final Plan supports the City in applying for project grant funding through the Safe Streets and Roads for All (SS4A) program.

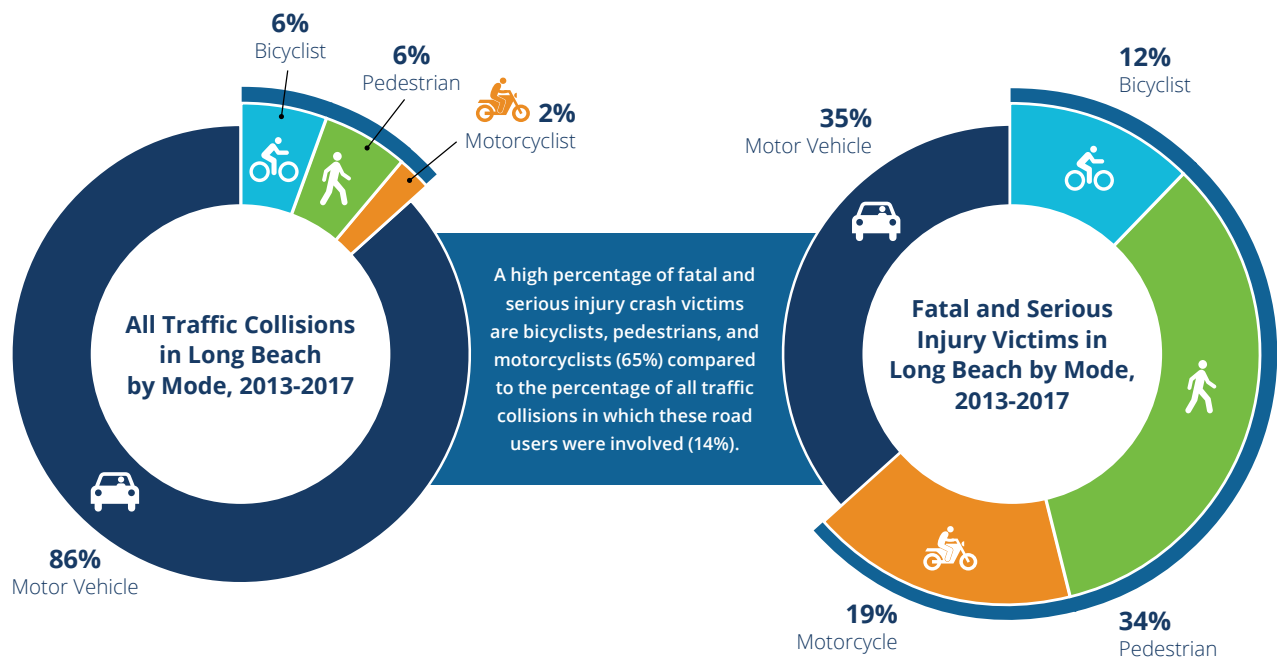
LONG BEACH VISION ZERO ACTION PLAN

LONG BEACH, CA

City of Long Beach
601 North Long Beach Boulevard, Long Beach, CA 90802
Project Budget: \$200K
Firm Compensation: \$200K
Completion Date: September 2020

Toole Design supported the City of Long Beach in developing an ambitious Vision Zero Action Plan to eliminate fatal and serious injury crashes by 2026. Central to the Plan was a systemic safety analysis of crash and roadway data aimed at identifying high-risk factors and locations and developing crash profiles that can be addressed through both low-cost systemic countermeasures and capital improvement projects.

This plan was the first to use a state-funded systemic safety analysis program to inform and fund a Vision Zero Action Plan in California. Toole Design prioritized safety improvements identified from the systemic safety analysis and assisted the city with a Highway Safety Improvement Program grant application. We conducted an equity analysis to further prioritize improvements in historically underserved neighborhoods where a disproportionate number of serious and fatal injuries have occurred.



All traffic collisions compared to fatal and serious injury collisions for Long Beach.

A robust stakeholder and public engagement process complemented the data-driven aspects of the Plan. This included listening meetings, a roving display that highlights personal stories of lives impacted by traffic violence, and visually captivating and interactive pop-up installations to collect stakeholder feedback on what strategies the city should pursue to make streets safer. Dozens of community groups across the city assisted in ensuring an inclusive and equitable process and that the needs of vulnerable populations were front and center in the Plan's actions.

The Plan was unanimously adopted by the Long Beach City Council, and it is informing street design, data management and analysis, education, partner collaboration, and legislative actions taken by the City.

ROANOKE VISION ZERO ACTION PLAN

ROANOKE, VA

City of Roanoke
 215 Church Avenue, Roanoke, VA 24011
 Project Budget: \$375K
 Firm Compensation: \$375K
 Completion Date: Ongoing

Toole Design is assisting the City of Roanoke with the development of a Vision Zero Safety Action Plan and

Bikeway Network Plan. The project includes a detailed crash analysis to identify high-injury intersections and corridors, the most prevalent crash types and causes, and roadway design risk factors that contribute to fatal and serious injury crashes. We are supporting a robust outreach and engagement program that focuses on lived experiences of people in each of the four distinct quadrants of the City, defined by major rail, highway, and river corridors that dissect the community.

Toole Design will create a toolbox of potential safety countermeasures that can be used to address the roadway design issues that are causing the greatest risk to people moving around the City. We will identify a bikeway network that addresses the most significant safety issues for people of all ages and abilities. The Safety Action Plan will be developed in coordination with simultaneous City initiatives to create a Speed Management Action Plan.

Toole Design will facilitate the development of a set of actions and strategies by a Project Advisory Group comprising key City agencies, stakeholders, community-based organizations, and user groups. These actions will be presented in a compelling final report that is scheduled to be completed and approved in January 2025.



Engagement event in Roanoke.

ATLANTA VISION ZERO ACTION PLAN

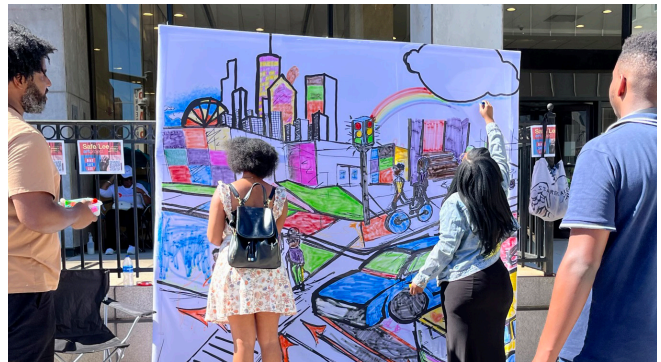
ATLANTA, GA

City of Atlanta
 55 Trinity Ave SW, Suite 4400, Atlanta, GA 30303
 Project Budget: \$520K
 Firm Compensation: \$510K
 Completion Date: December 2023

The City of Atlanta completed the development of its first Vision Zero Action Plan. The Action Plan focuses on eliminating fatalities and serious injuries citywide while prioritizing the needs of the City’s most vulnerable populations, including pedestrians, bicyclists, and transit users. It has a specific focus on equity within traditionally underserved communities.

Toole Design was selected to lead the creation of an action plan with a tailored, equity-focused engagement strategy. Traditional surveys and meetings were complemented with pop-up events and community partnerships to meet City residents where they are and integrate the voices of all groups, especially those that are at a disadvantage. The Plan’s Task Force brought together agencies and organizations involved in transportation safety to collaborate on multidisciplinary solutions to improve roadway safety for all. The Action Plan refined the City’s High Injury Network (HIN) and identified systemic safety trends particularly within communities of concern.

Building upon the information gathered from communities and data analyses, the Toole Design Team identified over 60 specific actions to achieve Vision Zero in the City, including strategies for engineering and



Engagement event in Downtown Atlanta.

roadway design, collaborating with communities and partners, and fostering equity and a culture of safety. A Safer Streets Checklist recognized proven safety tools and processes necessary for the City to successfully review, implement, and evaluate projects to improve safety. A Data Dashboard will support ongoing program evaluation towards eliminating roadway fatalities and serious injuries.

NORTHWEST ARKANSAS SAFETY ACTION PLAN

Northwest Arkansas Regional Planning Commission
 1311 Clayton Street, Springdale, AR 72762
 Project Budget: \$500K
 Firm Compensation: Ongoing
 Completion Date: Ongoing

Toole Design led the development of the Northwest Arkansas (NWA) Safety Action Plan which focused on reducing—and ultimately eliminating—fatal and serious injury crashes across the region’s roadway network. This region is focused on being known for world-class bicycling and active tourism. Partnering with the Northwest Arkansas Regional Planning Commission (NWARPC) and municipal stakeholders, Toole Design crafted a Plan that recommends projects, policies,

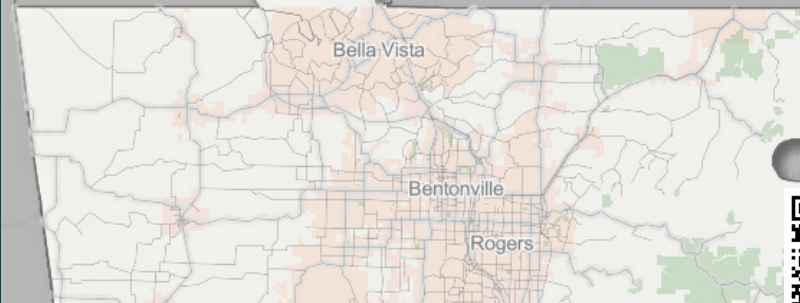
NWA Regional Vision Zero

Because no one should die or be seriously injured on our roadways



55 lives were lost on roads in our region in 2021

A 2% increase from 2020



Flip through the Northwest Arkansas Regional Vision Zero storymap by clicking or scanning the QR code to the right.

and programs that have been proven to reduce crash risk and save lives. Regional working group meetings, stakeholder listening sessions, online interactive maps, and several demonstration projects were conducted to understand local perceptions of safety that will directly influence recommendations.

Using the Safe System Approach, Toole Design assessed existing conditions and analyzed existing crash data to determine street characteristics that cause the most harm and emphasize a proactive and systemic approach to deploying proven safety countermeasures. The resulting High-Injury Network

(HIN) for the region highlights where recommendations may be most effective and how regional partnership can be leveraged to fund and construct new projects.

The final Plan positions the region to apply for project grant funding through the SS4A program along with identifying local policies and strategies for continuing equitable engagement for safety related work in their communities. The City of Fayetteville used the Safety Action Plan to apply for SS4A implementation funding, and in December 2023, they were awarded \$25M in SS4A funding—the second largest award in the country.



Using the Toole Design authored Safety Action Plan, Fayetteville, AR was awarded the second largest implementation grant in the U.S.

Toole Design is continuing this work in Phase 2 of the NWARPC's Vision Zero effort, which was awarded a USDOT Safe Streets and Roads for All (SS4A) Supplemental Planning Grant. Under this extension of the regional Plan, Toole Design will develop a regional Complete Streets Design Guide that provides both design and process guidance for implementing safer streets for all modes, create individual Comprehensive Safety Action Plans for Bentonville, Centerton, Fayetteville, Rogers, and Springdale, and craft a variety of community engagement strategies and tools for the region.

F. APPROACH AND METHODOLOGY

GENERAL APPROACH

Toole Design excels in crafting plans that are practical, persuasive, and evidence based. We believe that reducing fatal and serious injury crashes along roadways in Key West is the most important measure of success—our Plan will prepare decision-makers and staff to adopt policies, start programs, and implement projects that will make this happen. Our team’s composition is rooted in the fundamental roles we believe the consultants should play in supporting the City of Key West staff and the community. Our team is committed to being:



Active Listeners: Our engagement and collaboration strategy ensures the stories and experiences of those who live, work, study, and visit Key West directly impact the plan’s outcomes—particularly for those whose voices typically go unheard. The community engagement process we propose in Task 5 is flexible, dynamic, and comprehensive. We want to go beyond crash data and understand the daily experiences of people using Key West’s streets—their fears, near-miss situations, thoughts on what works and what doesn’t, and understanding of how traffic safety intersects with other issues in the community. We believe this qualitative information is just as important as the crash data itself in shaping investment priorities.



Data Specialists: Our team believes there is power in data, and we are committed to collecting, analyzing, and presenting Key West’s crash data in a way that helps people understand the issues and compels them to action. Toole Design’s data scientists and safety research staff analyze, interpret, and present data in a way that supports prioritization and hones in on critical trends and contributing factors related to fatal and serious injury crashes. We pledge to use data honestly and objectively to create recommendations with the greatest impact.



Technical Experts: The Safe System Approach demands a relentless focus on what works to eliminate fatal and serious injury crashes. Our team knows that many traditional traffic safety strategies are ineffective and the time for business-as-usual is long past. Unless we change design practices, policies, and programs, we will keep building and reinforcing a transportation system that isn’t safe for everyone.



Coaches: Ultimately, the success of the SAPs depends on a commitment to change that is supported by elected officials, the public, and the City of Key West staff at every department level. That commitment is more than a page at the beginning of the plan. Our role is to ensure the shared goal of eliminating fatal and serious injury crashes is at the forefront of every discussion of community engagement, roadway design standards, project prioritization, and funding, and identify actionable items to hold everyone accountable.

For the Key West Comprehensive Safety Action Plan (CSAP), Toole Design envisions taking a hybrid approach to this project, including outreach, engagement, and education. We will work to balance the need to complete some work remotely with the need to conduct highly valuable outreach and engagement in-person. We will do this by maximizing our visits to Key West and using our time there to talk to as many residents and stakeholders as possible.



APPROACH

TASK 1: PROJECT ADMINISTRATION

The purpose of this task is to ensure the project is managed effectively and is fully coordinated with the City of Key West. Byron Rushing, Toole Design's Project Manager, will coordinate the overall project team, working closely with City of Key West staff and communicating with the project advisory group and stakeholders from kickoff to completion.

Toole Design is well-equipped to effectively and fully coordinate with all stakeholders involved in the Comprehensive Safety Action Plan (CSAP). A clear Project Management Plan (PMP) will provide a critical roadmap for delivering the project in a timely and effective manner. We will move immediately to develop a PMP that defines priorities for the project, communication preferences and protocols, formatting for technical reports and deliverables, and a detailed schedule with milestones and critical dates for the project.

TASK 1.1: PROJECT KICKOFF MEETING

Once a Notice to Proceed is issued, Toole Design will facilitate a conversation with the City of Key West staff to confirm project goals, expectations, the role of the consultant team, and Quality Assurance/Quality Control (QA/QC) procedures. We will agree on a project schedule with key milestones for the project, including regular project coordination meetings. We will walk through the draft PMP and refine it according to feedback from City staff. Toole Design will share

lessons learned on data analysis and safety action plans in other regions and communities, and we will work with the City of Key West to identify the keys to successfully implementing safer infrastructure investments and moving toward achieving and sustaining zero crashes that result in fatal or serious injury.

TASK 1.2: GENERAL PROJECT ADMINISTRATION

Toole Design's Project Manager, Byron Rushing, will lead day-to-day task activities. He will schedule regular meetings between the consultant team and City staff, ensuring that agendas are delivered before meetings and summary notes are sent for review.

TASK 1.3: PROJECT MANAGEMENT

Byron will set up communication protocols and file-sharing systems to ensure that the City of Key West staff can access the PMP, meeting summary notes, analysis findings, and draft recommendations as they are developed. Monthly invoices and quarterly reports will be delivered promptly, clearly outlining the work that has been conducted over that period.

TASK 1 DELIVERABLES:

- Monthly progress reports and invoices
- Project kickoff meeting, agenda, and meeting summary
- Regularly scheduled coordination meetings, agendas, and meeting summaries
- Project Management Plan (PMP)



Our successful approach to safety projects means Key West can count on an experienced and well-rounded team.

TASK 2: VISION ZERO GOAL

Establishing a clear commitment to eliminating fatal and serious injury crashes is the first step in developing an effective plan that is eligible for subsequent SS4A implementation funding. Elected officials and City leaders must demonstrate this commitment through a policy or resolution. As the planning process unfolds, this commitment will serve as a clear call for change and will act as an accountability tool.

Toole Design will help the City of Key West set a realistic and data-driven target date to reach zero fatalities and serious injuries. To secure the necessary public commitment from City leadership, Toole Design will develop a PowerPoint presentation, talking points, and draft goals and objectives that can be used during meetings with the City of Key West Commissioners.

TASK 2 DELIVERABLES:

- PowerPoint presentation outlining target setting options and data-driven methodologies to be delivered to the City of Key West Commissioners

TASK 3: TASK FORCE

A strong task force is an essential part of safety action plan development. This group will be tasked with not only guiding development of the plan itself but will be responsible for implementing the strategies and countermeasures identified in the process.

TASK FORCE KEYS TO SUCCESS

- **Empowered:** Members of the Task Force must have the authority to make decisions. Without this authority, the Task Force will not be able to implement the necessary changes.
- **Resources for implementation:** Department budgets must include staff time and financial resources for implementation of the Task Force's recommendations.
- **Consistency:** Meeting regularly to share data updates and perform post crash analysis will help integrate the Safe System Approach into the City's standard operating procedures.

TASK 3.1: ORGANIZE AND DEVELOP TASK FORCE

Toole Design will help the City of Key West identify personnel from various City and County departments, as well as members of the public, to participate in a safety task force. FDOT safety personnel may be invited to these meetings to provide consultation and coordination with the state.

TASK 3.2: TASK FORCE MEETINGS

Once a Task Force has been brought together, Toole Design will facilitate up to six Task Force meetings to provide guidance and gather feedback over the course of plan development. We will provide presentation materials, agendas, and meeting summaries for each meeting. After the plan has been completed, we will work to prepare the Task Force for a successful transition to the plan implementation stage.

TASK 3 DELIVERABLES:

- Up to six Task Force presentation materials, agendas, and meeting summaries as needed

TASK 4: EQUITY FRAMEWORK

Roadway crashes and exposure to unsafe transportation conditions disproportionately affect historically underserved neighborhoods, particularly communities with high concentrations of people of color. Addressing safety needs within the City's vulnerable populations and highest-risk areas will be at the core of our approach to this task. We will begin by collaborating with the CSAP Task Force to communicate measures of equity in Key West, set equity-related goals for the plan, and outline how equity will be foundational within each task. Toole Design envisions this work will be completed in two equity-specific tasks, with methodology and results summarized in a technical memorandum.

TASK 4.1: CITY-WIDE EQUITY REVIEW

Toole Design will compile data on existing transportation networks, services, and infrastructure that serve as enablers or barriers to an equitable system. This analysis will review the specific physical constraints, such as consistency or reliability in the infrastructure or services (e.g., gaps in the sidewalk network or infrequent transit access) that greatly

OUR APPROACH TO EQUITY

Equity in roadway safety means ensuring that everyone, regardless of their neighborhood, income, ability, identity, or background, has the protections and resources they need to travel safely and comfortably.

We believe that improving equity begins with asking the right questions:

- How are the roadway safety risks distributed in my community?
- Are there disparate risks and burdens based on race, income, age, and geography?
- How do perceptions of safety vary across different communities?
- Are there specific areas where traffic incidents are underreported, and if so, why?
- What role do law enforcement and traffic enforcement practices play in contributing to or mitigating roadway safety risks?
- Are traffic laws enforced equitably across different communities? If not, what steps can be taken to ensure fair enforcement?
- What mechanisms are in place to ensure that roadway safety policies do not disproportionately benefit wealthier neighborhoods at the expense of underserved areas?
- How are resources for roadway safety distributed? Are there areas that are consistently overlooked or underfunded?
- How are the impacts of roadway safety initiatives on equity measured and reported?



impact how people move across the city, as well as the systemic issues (e.g., reliance on driving, cultural considerations, and limited engagement) that can exacerbate these inequities.

For this review, we will pair our evaluation of physical infrastructure with local knowledge of key destinations and critical links, such as access to schools, essential services, healthcare, tourist destinations, and employment centers. We will also consider how Key West's tourism industry and special events may positively or negatively effect vulnerable populations.

TASK 4.2: TRANSPORTATION EQUITY AND RISK ANALYSIS

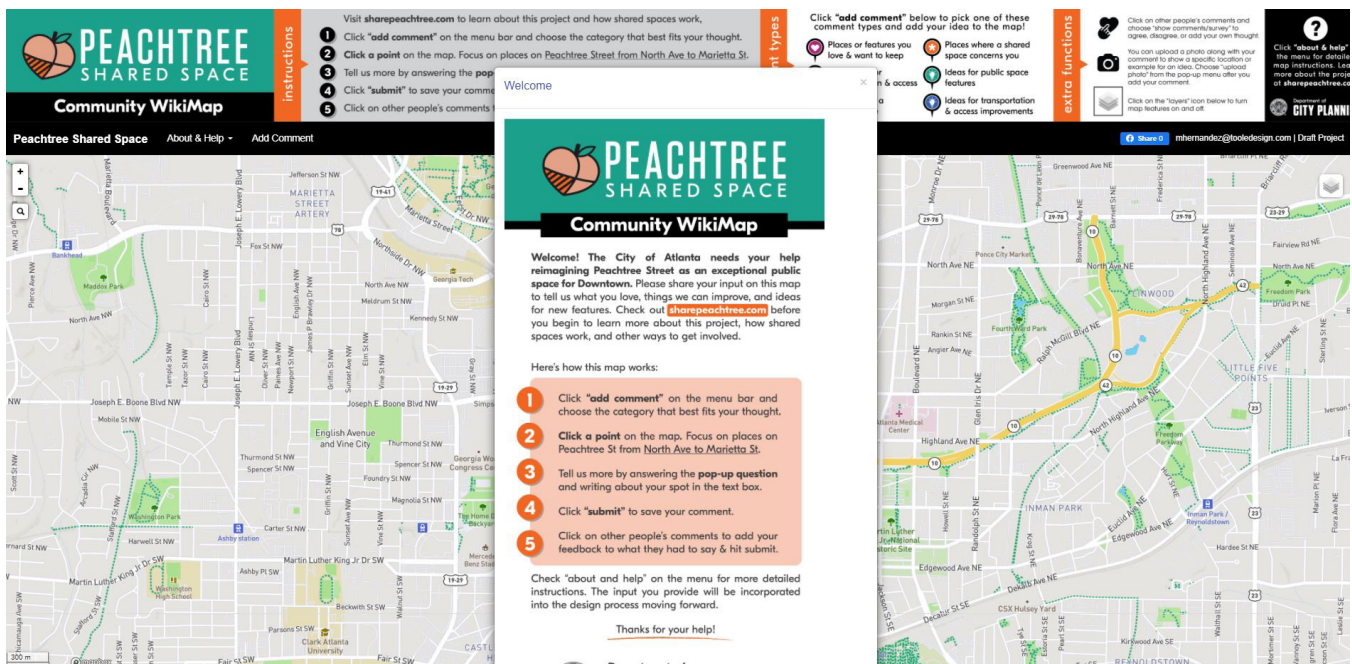
After identifying communities most impacted by existing transportation related inequities using sociodemographic and socioeconomic data, we will combine this data with crash analyses to determine

which populations are disproportionately impacted by fatal or serious injury crashes. Toole Design will use data from the U.S. Census Bureau, American Community Survey (ACS), and USDOT's Equitable Transportation Community Explorer Tool as a starting point and dive deeper into specific metrics related to equity and transportation risk.

The findings from this analysis can be used to reduce barriers to access, address key safety concerns and risk, and promote equity through safer access. Documentation of each step in the analyses, key findings, and recommendations will be presented in a technical memorandum and included in the final report and deliverables.

TASK 4 DELIVERABLES:

- Draft/Final City-wide Equity Review and Equity Risk Analysis Technical Memorandum



Example webpage with webmap survey.

TASK 5: COMMUNITY ENGAGEMENT

Our team knows that engagement cannot be done with a one-size-fits-all approach when our goal is to hear from a wide range of people. Consequently, the strategies in this task focus on crafting outreach opportunities that are tailored to reach a full spectrum of generations, ethnicities, and socioeconomic groups. We make a point of creating clear and easy-to-understand graphics and materials, meeting people where they gather, and leveraging online tools, social media, and digital outreach platforms.

Stakeholder engagement is vital to the success of any Comprehensive Safety Action Plan. Toole Design's engagement approach will aim to foster a shared understanding of traffic safety and buy-in among stakeholders and create opportunities for thoughtful discussions with the public. We'll aim to cultivate local champions for safety at every level—city, county, and regional agencies, elected officials, teachers, first responders, residents, parents, and children.

TASK 5.1: COMMUNITY ENGAGEMENT FRAMEWORK

Toole Design will work with the City of Key West staff and the CSAP Task Force to develop a Community Engagement Framework early in the planning process. This document will clearly outline the anticipated

schedule of outreach events, timelines, communications plan, translation needs, and more.

TASK 5.2: PROJECT WEBPAGE, ONLINE SURVEY, AND SOCIAL MEDIA

Consistent messaging and clear communication are critical to welcoming people into the engagement process. Toole Design can support the City of Key West in maintaining a project website that provides safety plan background, meeting information, a visual project schedule, documents, and other reference resources. This could be hosted by either the City of Key West or Toole Design.

We will develop a survey to give the public and stakeholders an opportunity to provide input and identify challenges and opportunities associated with progressing a safety culture in the region. The survey will be online but can also be provided in paper formats, and be distributed through social media, email, and on websites and at local events. Along with the survey, we will create an interactive map that will allow residents to pinpoint specific locations where they have felt unsafe. Locations identified through the interactive map will be reviewed with findings from data analysis (Task 6) to confirm perceptions and to spot-check analysis results.

TASK 5.3: PUBLIC ENGAGEMENT PROCESS

Toole Design will work with the City of Key West and the CSAP Task Force to identify locations, coordinate logistics, prepare, facilitate, and summarize in-person and virtual engagement efforts and meetings. We propose the following methods of regular and ongoing communication with local stakeholders and the public over the course of plan development:

STAKEHOLDER ENGAGEMENT

Stakeholder Meetings and Listening Sessions: Early on, we will coordinate virtual listening sessions with a diverse set of stakeholders within local government and related disciplines. These sessions will aim to gather stakeholders' perspectives on how safety is related to their lives and work. We will invite representatives from local transportation agencies, emergency services, health care, advocates, and developers to the same listening session to ensure diverse perspectives and foster a productive dialogue.



Stakeholder listening sessions allow us to hear the needs of different parts of the community.

Systemic Safety Training Series: Toole Design will develop a series of webinar-style trainings to support and encourage stakeholders during and after the development of the Action Plan. Webinars will be a source of training for CSAP Task Force members and may include topics such as SS4A supplemental planning, demonstration, and Implementation grant requirements, the Safe System Approach, model multimodal safety projects, and/or creating a positive traffic safety culture. Webinars can be presented live and recorded, and knowledge transfer will occur with the City of Key West so that they can serve as lasting resources after project completion.

COMMUNITY OUTREACH

Targeted Outreach to Underrepresented Groups:

We will focus additional in-person and virtual outreach with communities who are underrepresented within the City and in online engagement. Targeted outreach may include phone or video conference calls with trusted community leaders, attendance at community events, focus groups, and targeted outreach through social media. Community relationships from previous work in Key West will ensure these discussions start from a place of trust and shared goals.

Public Workshops: Toole Design will hold three in-person interactive workshops. The first of these in-person workshops will share systemic and location specific data analysis findings. The second will share initial improvement recommendations based on crash data, engagement, equity analysis, and policy and plan review. The third workshop will occur near the end of the plan process, where we will present the draft plan to the public. At each of these workshops, we will collect public feedback to inform the next steps in the process and our final plan.

Safety Summit: Toole Design will support two City-led "Safety Summits" to bring the Key West community together to raise awareness of safety issues, gather input into the planning process, and identify potential behavioral programs and messaging to get buy in from residents and set an example for visitors to the City. Toole Design envisions treating these summits as multi-day outreach and engagement blitzes which will maximize our in-person visits and allow us to talk to as many people as possible with the help of the City. Branding these summits as a "safety week"

has worked exceptionally well in other projects and allowed us to receive more local input than through more traditional approaches.

Community Education Pilot Campaign: Toole Design will develop key messaging and visuals to promote safety behavioral changes in Key West, especially for issues where infrastructure alone cannot substantially reduce crashes (e.g., distracted driving, impaired driving). We will create an initial set of materials with customized branding and pilot their distribution with local partners to learn which types of campaigns resonate with residents. We'll refine the campaign language and strategy accordingly and record our findings in the Action Plan.

Pop-Up Events and Public Intercepts: Holding pop-ups at pre-existing community events or locations is fundamental to meeting people where they are and reaching people who do not traditionally participate in planning initiatives. This is especially true if the event is well-attended by members of priority populations. Working closely with the CSAP Task Force and partners, these events will be designed to share educational materials, invite people to take the survey or contribute via interactive activities, share progress, and clarify questions.

Public Intercepts facilitate spontaneous conversations with residents in places they are walking, bicycling, shopping, or visiting and often leads to the most in-depth and useful information about a location and its needs. Toole Design uses intercept surveys and pop-up tabling events routinely in our work and know how to develop materials and surveys that capture public interest and gather qualitative data quickly and meaningfully.

Toole Design will work with the City of Key West staff to identify appropriate public intercept opportunities, potentially using safety summits to maximize these opportunities over the course of multi-day visits. To ensure we are hearing from everyone, we will use the equity analysis from Task 4 to identify any missing voices and will target intercept surveys accordingly.

Walking Audits: Walk audits are working meetings where city staff, community members, elected officials, and stakeholders meet on-site at an intersection or corridor to assess safety issues. They provide deep,

personal opportunities to identify specific issues and start generating recommendations that will address these issues. Toole Design will organize two walk audits—one for old town and one for new town—to focus attention on high-risk locations identified through crash analysis.

TASK 5 DELIVERABLES:

- Draft/Final Community Engagement Framework Document
- Draft/Final Community Engagement Technical Memorandum



Our community education campaigns encourage safe behaviors (top); while pop-up events and public intercepts allow us to meet community members where they (middle and bottom).

TASK 6: CRASH ANALYSIS

To build an effective roadway safety program, it is critical to understand crash patterns at the network level. Through our comprehensive crash analysis, based on historical crash data and latent risk factors as well as contemporary research and best practices, we can identify individual roadway segments, corridors, and intersections with the greatest potential for safety improvement and connect these locations to practical safety infrastructure improvements and policy changes.

TASK 6.1: DATA COLLECTION AND DEVELOPMENT

Toole Design will assemble a comprehensive database of spatial data to build a foundation of knowledge on which later recommendations can be built. The database will include publicly available roadway and demographic data, as well as crash data from Signal Four Analytics and other local and state sources. We will use overlapping data sources to verify accuracy and will clean data when necessary. Missing data layers will be identified along with any secondary

sources of information needed to identify systemic risk factors, safety issues, and equity implications across the project area and will collaborate with task force members to obtain this data. At the end of the project, the database and raw analysis results will be transferred to the City of Key West.

TASK 6.2: CRASH DATA ANALYSIS

Once data is organized and ready for analysis, Toole Design will conduct a range of safety analyses designed to lead directly into action planning. For this proposal, we have used the Safer Streets Priority Finder (SSPF), an award-winning open-source tool we designed as part of USDOT's Safety Data Initiative that integrates historic crash data analysis with predictive risk modeling to demonstrate crash risk in Key West. The crash analyses comprising our evaluation in the CSAP itself will include the following:

SYSTEMIC CRASH ANALYSIS

To rectify safety concerns throughout the entire street network, it is critical to understand not just where



Our GIS Analysts created maps showing Pedestrian crash risk (this page) and Bicycle crash risk (next page) in Key West.

crashes are happening, but what kinds of roadway features and conditions contribute to crashes. A systemic crash analysis connecting Key West's historic crash data with characteristics of the streets and intersections where they occurred will identify the most locally important issues. Street characteristics like lane width and number, functional class, intersection configuration, etc. that are found to be correlated with severe crashes can then be targeted for evidence-based countermeasures to resolve these issues where they appear throughout the street network.

HIGH INJURY NETWORK ANALYSIS

We will develop a High Injury Network (HIN) for bicycle, pedestrian, and motor vehicle crashes. HINs are useful for simply and effectively communicating the highest priority streets that need investment to reduce deaths and serious injuries. To build the HINs, we rely on a sliding window analysis to determine which corridors have the highest densities of serious and/or fatal crashes on the network. In addition, we will model corridors without recent serious or fatal crash history but with similar characteristics to those

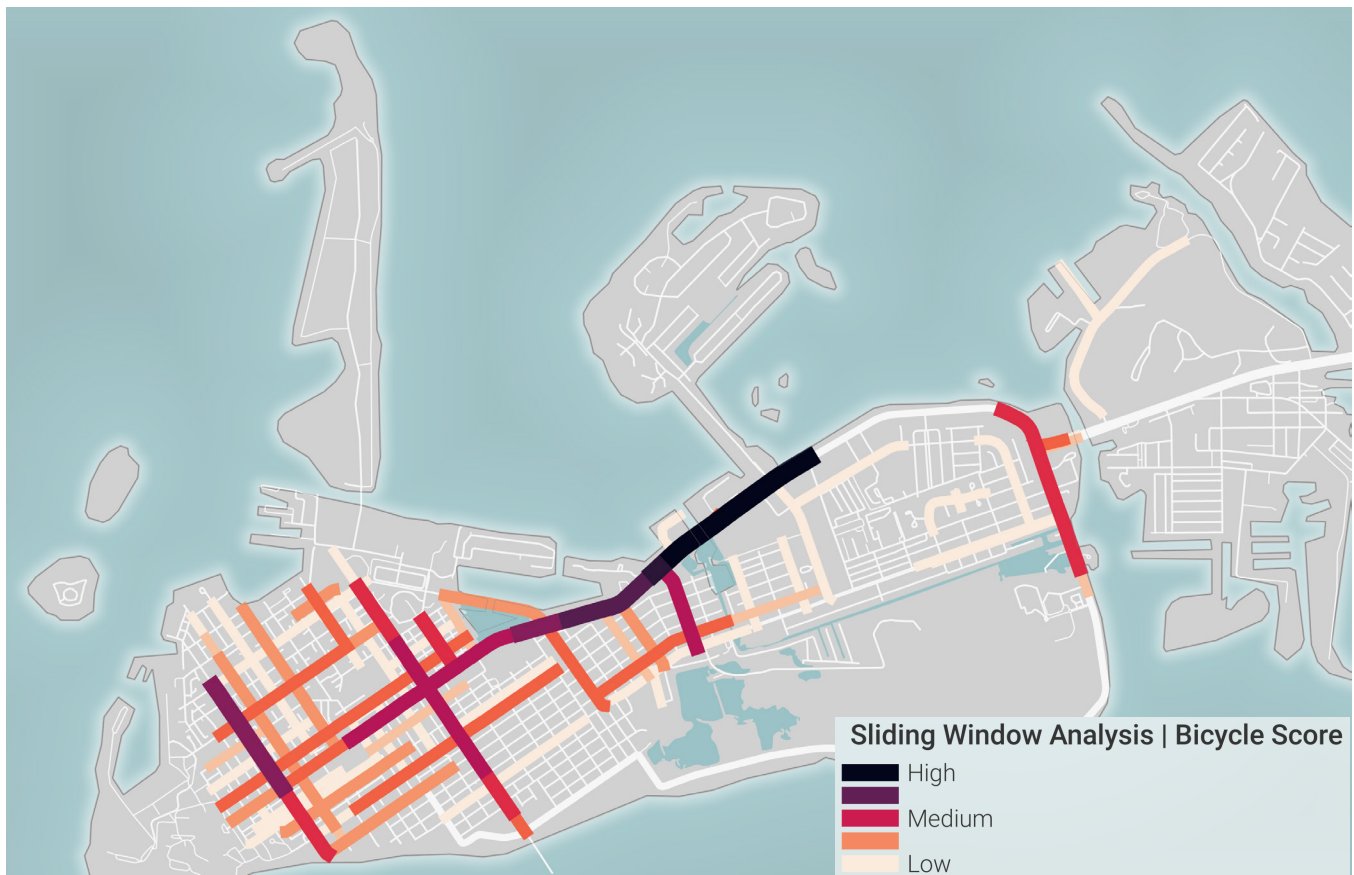
that do have this crash history to identify additional corridors for improvement. This predictive approach, known as a High Risk Network (HRN) helps go beyond the standard reactive approach to identify where crashes may occur in the future but do not currently appear. This analysis will identify on which roadways our walk audits are conducted.

TASK 6 DELIVERABLES:

- Draft/Final Data Collection, methodologies, and Systemic Crash Analysis findings Technical Memorandum
- High Injury Network GIS files and maps

TASK 7: POLICIES, GUIDELINES, AND STANDARDS

Toole Design will conduct a review of city, county, and regional planning documents, policies, guidelines, and standards identified and provided by the City of Key West and will summarize our findings into a Policy and Process Review Technical Memorandum. Our focus during review will be to identify how these documents provide opportunities or present challenges to



implementing the Safe System Approach and creating a positive traffic safety culture. The summary of these documents will highlight plan elements to leverage and changes or updates that will be beneficial to Key West moving forward.

Next, we will detail the concrete actions needed to align the everyday work of the City of Key West's staff with a positive safety culture. Actions will be sorted into realistic time frames to build momentum with near-term, low-effort, high-impact changes while the city assembles the resources needed for transformative shifts. Our team will collaborate with the City to identify departmental and staff champions, management and leadership sponsors, and resource needs for each action.

TASK 7 DELIVERABLES:

- Draft/Final Policy and Process
- Review Technical Memorandum

TASK 8: PROJECTS AND STRATEGIES

Using results from previous tasks, Toole Design will identify potential safety countermeasures for different contexts across the City of Key West that are high-impact and feasible. Whenever possible, we will prioritize low-cost countermeasures with high potential for crash reduction.

IDENTIFICATION OF PRIORITY LOCATIONS

We will integrate the safety analyses (i.e., HIN and HRN) with public input about perceived unsafe areas to develop the final list of locations with high potential for collisions. Locations will be categorized into tiers (e.g., low, medium, and high) based on the number of fatal and serious injury (FSI) crashes and whether the roadway passes through one or more vulnerable communities. The exact methodology and scoring used in this prioritization process will be coordinated with the City of Key West and the CSAP Task Force. Toole Design will review each priority location from the final list of locations to determine suitable safety countermeasures. The final list of countermeasures will include brief project descriptions, per mile or per cost estimates, documentation of implementation challenges and potential feasibility issues, and explanations of how the project provides safety benefits to historically disadvantaged communities.

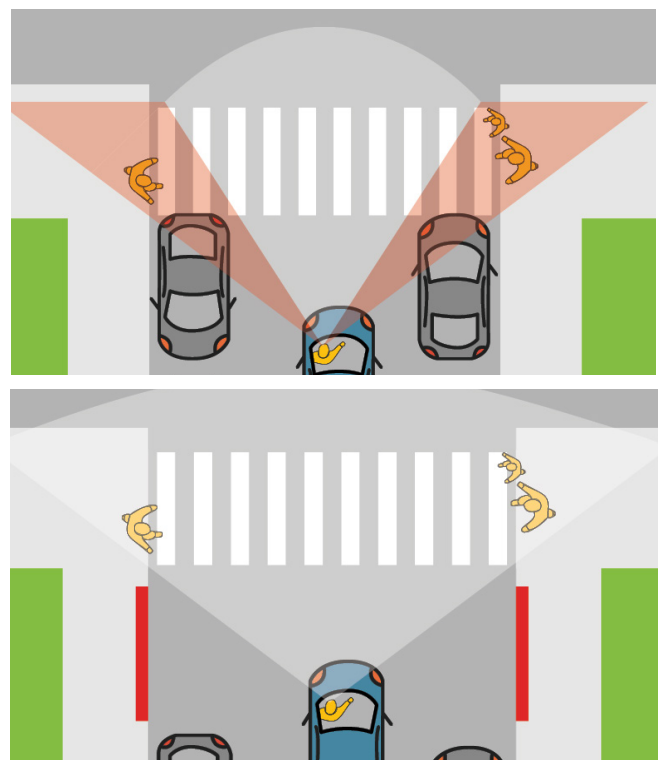
IDENTIFICATION OF SAFETY COUNTERMEASURES

While various national resources, such as FHWA's proven safety countermeasures, provide a broad inventory of potential improvements, we understand that a one-size-fits-all approach is not suitable for Key West. Our team will adapt these national resources to meet the unique needs of a city that is both a beloved home to many thousands and a destination to millions each year.

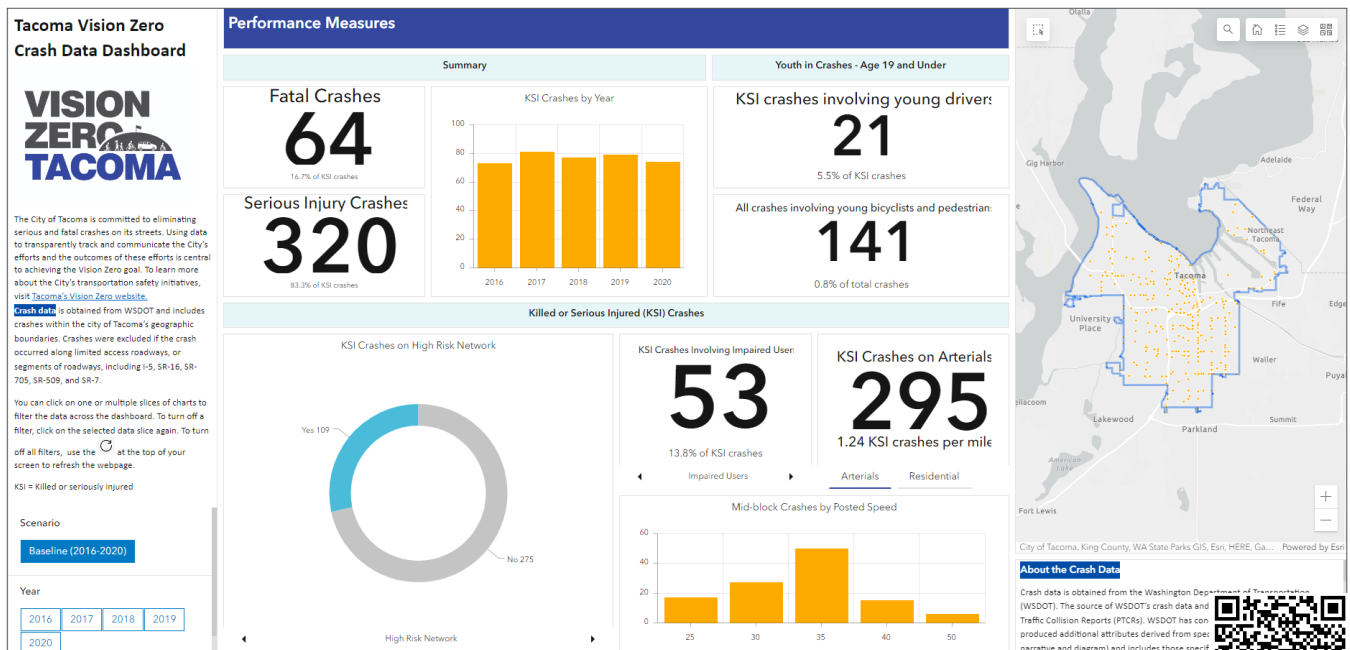
We propose developing a highly visual City of Key West Safety Countermeasures Guide for City staff to use as a basis for CSAP projects and for future reference. Countermeasures will be organized by context, roadway type, and roadway conditions. The guide will detail the benefits, limitations, high-level costs, and application guidance for each countermeasure.

TASK 8 DELIVERABLES:

- Draft/Final Technical Memorandum describing the methodology used to develop the project prioritization and strategies process



Countermeasures can include "daylighting" intersections, providing better visibility among roadway users and helping them avoid crashes. The red curbs prohibit parking adjacent to intersections to make it easier for drivers to see people walking or wheeling and trying to cross the street.



Toole Design created a Vision Zero dashboard for the City of Tacoma, WA to allow the City and the public to track progress toward reducing serious and fatal crashes. Click or scan the QR code to the right to view the live Dashboard.

TASK 9: EVALUATION AND REPORTING

Data transparency plays an important role in generating local support for a Safety Action Plan. Toole Design will develop a technical memorandum outlining a structure to produce a CSAP dashboard reflecting the technical assessments, progress towards goals, and alignment with the City of Key West's strategic vision outlined in the Plan. This public-facing dashboard will be hosted on the City of Key West's website and will utilize dynamic data to show updated fatal and serious injury crash data. Our team will make recommendations to City staff to select the best tools that work with their existing website. This approach will ensure the dashboard remains a vital resource for tracking and communicating progress as the Plan is implemented.

TASK 9 DELIVERABLES:

- Draft/Final Technical Memorandum providing a structure for the City's ongoing performance tracking and reporting process for its CSAP

TASK 10: ACTION PLAN

Throughout the planning process, all documents and deliverables will be developed with an eye toward the final plan. By doing so, our team will create documents that can both stand on their own and be easily integrated into the draft plan. Our team will incorporate changes to the document as appropriate. The chapter structure outlined in the RFP will be used in the final plan.

Toole Design will present the final plan in presentations to the Key West Sustainability Advisory Board and the Key West City Commission. This presentation will cover the work performed as part of the planning process including project background, goals, development, and future and ongoing steps toward eliminating fatalities and serious injuries from Key West roadways.

TASK 10 DELIVERABLES:

- Draft/Final Comprehensive Safety Action Plan

TASK 11: IMPLEMENTATION GRANT ASSISTANCE

Toole Design is intimately familiar with the requirements for the SS4A Action Plan and Implementation Grants. We have worked with agencies across the nation and have demonstrated an 83% success rate when it comes to receiving planning, demonstration, and implementation grants.

Toole Design will help the City of Key West and the CSAP Task Force identify the best candidate project for an implementation grant and will develop an executive summary of the proposed activities including a grant narrative, location maps, planning level cost estimates, and a project schedule. Toole Design will also assist in developing a Benefit/Cost Analysis and write-up, detailed cost estimates, project schedule, and narratives on equity and climate impact, labor and work force, and critical infrastructure security and reliance.

TASK 11 DELIVERABLES:

- Draft/Final Implementation grant narrative, cost estimates, and schedule

BUDGET

Toole Design has prepared the budget based on staff labor rates and expected hours to complete each task. We look forward to refining our estimates with City staff.

Task	Total
1: Project Administration	\$36,784
2: Vision Zero Goal	\$6,660
3: Task Force	\$12,612
4: Equity Framework	\$34,392
5: Community Engagement	\$107,392
6: Crash Analysis	\$54,920
7: Policies, Guidelines and Standards	\$10,662
8: Projects and Strategies	\$20,952
9: Evaluation and Reporting	\$8,844
10: Action Plan	\$54,428
11: Implementation Grant Assistance	\$25,572
Subtotal	\$373,218
Expenses	\$30,000
PROJECT TOTAL	\$403,218



Toole Design produces graphically rich final deliverables.

SCHEDULE

Toole Design has prepared the following eight month schedule for this project. For the greatest rate of success with future funding, we usually recommend at least a 10-12 month schedule. With that in mind, we look forward to adjusting the schedule with you as needed.

Task	2024				2025			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1: PROJECT ADMINISTRATION								
1.1: Project Kickoff Meeting	●							
1.2: General Project Administration		●●	●●	●●	●●	●●	●●	●●
1.3: Project Management	□	■						
2: VISION ZERO GOAL								
Vision Zero Goal	□	■						
3: TASK FORCE								
3.1: Organize and Develop Task Force	□	■						
3.2 Task Force Meetings	●	●	●	●	●	●		
4: EQUITY FRAMEWORK								
4.1: City-wide Equity Review								
4.2: Transportation Equity and Risk Analysis				□	■			
5: COMMUNITY ENGAGEMENT								
5.1: Community Engagement Framework	□	■						
5.2: Project Webpage, Online Survey, and Social Media								
5.3: Public Engagement Process								
6: CRASH ANALYSIS								
6.1: Data Collection and Development								
6.2: Crash Data Analysis				□	■			
7: POLICIES, GUIDELINES AND STANDARDS								
Policies, Guidelines and Standards			□	■				
8: PROJECTS AND STRATEGIES								
Projects and Strategies						□	■	
9: EVALUATION AND REPORTING								
Evaluation and Reporting							□	■
10: ACTION PLAN								
Action Plan					□	■		
11: IMPLEMENTATION GRANT ASSISTANCE								
Implementation Grant Assistance							□	■◆

● Meeting □ Draft Deliverable ■ Final Deliverable ◆ Implementation Grant Deadline

G. KNOWLEDGE OF KEY WEST

Key West is a historic and culturally vibrant City known for its warm weather, stunning natural beauty, and strong sense of community. It is home to a resilient population, almost half of which have called the Conch Republic home for more than 15 years. City and residents have taken the initiative in addressing the increasing threats of hurricanes and changing weather patterns brought on by climate change through efforts like the Climate Adaptation Plan. That same proactive attitude will help achieve zero fatalities and serious injuries on Key West roads by 2035 .

Key West thrives on tourism and is a destination for roughly five million visitors each year. Visitors want to take part in world-famous festivities like Fantasy Fest or just relax and unwind. The tourism which brings so much life to the city can also cause difficulties. Traffic, parking, and street and sidewalk repair have all been cited in community surveys as core issues which, if properly addressed, would improve quality of life for residents and tourists alike. The City has already made efforts to meet these challenges and completing this Comprehensive Safety Action Plan will support that work by making walking and biking safe and comfortable to all age groups and abilities.

Toole Design knowledge and familiarity with Key West started dates back to our completion of the City's Bicycle and Pedestrian Master Plan in 2019. The plan builds upon the City's 'Car-Free Key West' initiative to make more trips possible without the expense and hassle of using a car. It is exciting to see the recommendations from the plan being put into action. Recent Complete Streets projects like those on South Street and the Bertha Street pedestrian facility not only encourage active transportation but help increase safety. The City is already one of the most bike friendly cities in the U.S. and continuing to make streets safer and more comfortable will encourage even more walking and biking trips. Programs and policies like the requirement of bike lights and the distribution of those lights and bike bells are great examples of how small investments can help foster a culture of safe and courteous travel on the island.

Byron Rushing, Toole Design's Project Manager, is a former resident of the Keys who visits Key West often. His local knowledge combined with unparalleled transportation safety expertise will prove invaluable in guiding the development of a Comprehensive Safety Action Plan that encapsulates the character and charm of Key West and addresses the unique challenges the island faces. Together, we can achieve zero fatalities and serious injuries by 2035.



We have built upon our existing knowledge of Key West by analyzing current data.

H. SWORN STATEMENTS AND AFFIDAVITS

ANTI-KICKBACK AFFIDAVIT

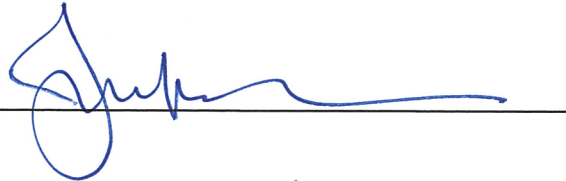
STATE OF Maryland)

: SS

COUNTY OF Montgomery)

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: Jennifer L. Toole, FASLA, AICP | President



Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of August 27th, 2024, by Jennifer L. Toole, FASLA, AICP | President.



Jazmin A. Ventura Diaz
(Signature of Notary Public- State of Maryland)

Jazmin A. Ventura-Diaz
(Name of Notary Typed, Printed, or Stamped)

(NOTARY SEAL)

Personally Known OR Produced Identification

Type of Identification Produced Credible witness

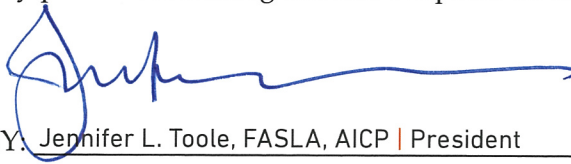
NON-COLLUSION AFFIDAVIT

STATE OF Maryland)

: SS

COUNTY OF Montgomery)

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: Jennifer L. Toole, FASLA, AICP | President

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of August 27th, 2024, by Jennifer L. Toole, FASLA, AICP | President.



(NOTARY SEAL)

Jazmin A. Ventura-Diaz
(Signature of Notary Public- State of Maryland)

Jazmin A. Ventura-Diaz
(Name of Notary Typed, Printed, or Stamped)

Personally Known OR Produced Identification

Type of Identification Produced Credible witness

**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: Toole Design Group, LLC
(Name of entity submitting sworn statement)

whose business address is: 8484 Georgia Avenue, Suite 800, Silver Spring, MD 20910

and (if applicable) its Federal Employer Identification Number (FEIN) is: 05-0545429

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

3. My name is Jennifer L. Toole, FASLA, AICP
(Please print name of individual signing)

and my relationship to the entity named above is: President

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 of 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).

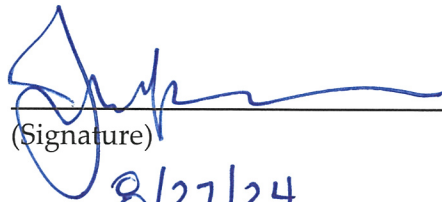
 X Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent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



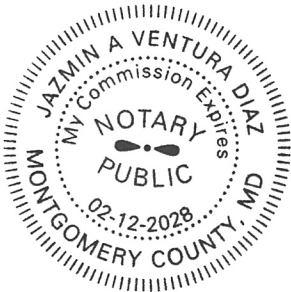
(Signature)
8/27/24

(Date)

STATE OF Maryland

COUNTY OF Montgomery

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of August 27th, 2024, by Jennifer L. Toole, FASLA, AICP.





(Signature of Notary Public- State of Maryland)

Jazmin A. Ventura-Diaz

(Name of Notary Typed, Printed, or Stamped)

(NOTARY SEAL)

Personally Known OR Produced Identification _____

Type of Identification Produced Credible witness

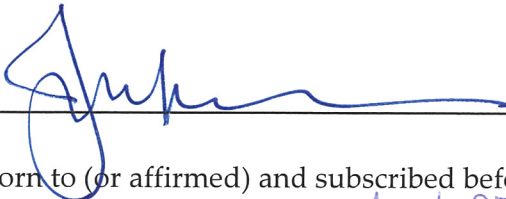
EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Maryland)

: SS

COUNTY OF Montgomery)

I, the undersigned hereby duly sworn, depose and say that the firm of Toole Design Group, LLC 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: 

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of August 27th, 2024, by Jennifer L. Toole, FASLA, AICP.



(NOTARY SEAL)


(Signature of Notary Public- State of Maryland)

Jazmin A. Ventura-Diaz
(Name of Notary Typed, Printed, or Stamped)

Personally Known OR Produced Identification _____

Type of Identification Produced credible witness

CONE OF SILENCE AFFIDAVIT

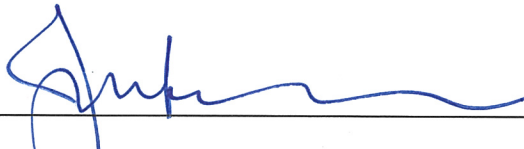
Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Maryland)

: SS

COUNTY OF Montgomery)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees, and agents representing the firm of Toole Design Group, LLC 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: 

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of August 27th, 2024, by Jennifer L. Toole, FASLA, AICP | President.




(Signature of Notary Public- State of Maryland)

Jazmin A. Ventura-Diaz
(Name of Notary Typed, Printed, or Stamped)

(NOTARY SEAL)

Personally Known OR Produced Identification _____

Type of Identification Produced credible witness

VENDOR CERTIFICATION REGARDING
SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name: Toole Design Group, LLC

Vendor FEIN: 05-0545429

Vendor's Authorized Representative Name and Title: Jennifer L. Toole, FASLA, AICP | President

Address: 8484 Georgia Avenue, Suite 800

City: Silver Spring State: MD Zip: 20910

Phone Number: 301.927.1900

Email Address: marketing@tooledesign.com

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: Jennifer L. Toole, FASLA, AICP President

Print Name

Print Title

who is authorized to sign on behalf of the above referenced company.

Authorized Signature: 

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.

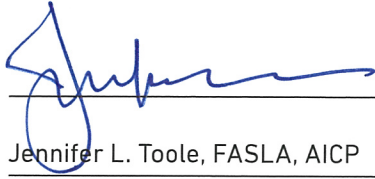
The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

[REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK]

PROPOSER: Toole Design Group, LLC

Address 8484 Georgia Avenue, Suite 800

Silver Spring, MD 20910

Signature 

Jennifer L. Toole, FASLA, AICP

Print Name

8/27/24
Date

President

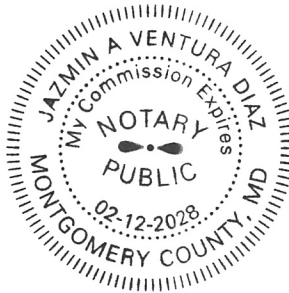
Title

NOTARY FOR THE PROPOSER


STATE OF Maryland

COUNTY OF Montgomery

The foregoing instrument was acknowledged before me by means [] physical presence or [] online notarization, this day of August 27th, 2024, by Jennifer L. Toole, FASLA, AICP | President.



(NOTARY SEAL)



(Signature of Notary Public- State of Maryland)

Jazmin A. Ventura-Diaz

(Name of Notary Typed, Printed, or Stamped)

Personally Known OR Produced Identification _____

Type of Identification Produced credible witness

AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT
FOR LABOR OR SERVICES

Entity/Vendor Name: Toole Design Group, LLC
Vendor FEIN: 05-0545429
Vendor's Authorized Representative: Jennifer L. Toole, FASLA, AICP | President

(Name and Title)
Address: 8484 Georgia Avenue, Suite 800
City: Silver Spring State: MD Zip: 20910
Phone Number: 301.927.1900
Email Address: marketing@tooledesign.com

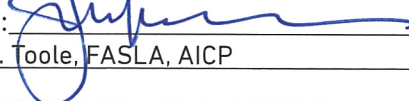
As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

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: Jennifer L. Toole, FASLA, AICP | President, who is authorized to sign on behalf of the above referenced company.

Authorized Signature: 
Print Name: Jennifer L. Toole, FASLA, AICP
Title: President

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: Toole Design Group, LLC

Street address: 8484 Georgia Avenue, Suite 800

City, State, Zip: Silver Spring, MD 20910

Jennifer L. Toole, FASLA, AICP

CERTIFIED BY: (type or print)

President

TITLE:


(signature)

8/27/24
(date)

NOT APPLICABLE

Approved by OMB

0348-0046

Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure)

1. Type of Federal Action: a. contract _____ b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	2. Status of Federal Action: a. bid/offer/application _____ b. initial award c. post-award	3. Report Type: a. initial filing _____ b. material change For material change only: Year _____ quarter _____ Date of last report _____
4. Name and Address of Reporting Entity: _____ Prime _____ Subawardee Tier _____, if Known: Congressional District, if known:	5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, if applicable: _____	
8. Federal Action Number, if known:	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: _____ Print Name: _____ Title: _____ Telephone No.: _____ Date: _____	
Federal Use Only	Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)	



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
Jennifer L. Toole, FASLA, AICP | President

Toole Design Group, LLC
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

Toole Design Group, LLC

Name of Business

Jennifer L. Toole, FASLA, AICP | President



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 1st 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

Toole Design Group, LLC
Name of Business

Jennifer L. Toole, FASLA, AICP | President

EXCEPTIONS

Toole Design Group, LLC has reviewed the requirements in this solicitation and request the following revisions. However, we are flexible, and can waive our exceptions if necessary. We look forward to negotiation with the City of Key West during the contracting period.

1.24 TERMS AND CONDITIONS OF AGREEMENT

The Agreement to be entered into with the Awarded Proposer, in substantially the form attached hereto as Exhibit "A", shall include, but not be limited to, the following terms and conditions:

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 performance of the Agreement whether by act or omission of the Awarded Proposer, its agents, servants, 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, **and** 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 performance, or non-performance of the services contemplated by this agreement which is, ~~or is alleged to be~~ directly, ~~or indirectly~~ caused, in whole, or in part by any act of omission, default, or negligence of the Awarded Proposer, its employees, agents, or sub-contractors.

B. The Awarded Proposer shall pay all royalties and assume all costs arising from the use of any invention, design, process materials, equipment, product, or device which is the subject of patent rights or copyrights. Awarded Proposer shall, **at its own expense**, hold harmless **and defend** the City against any claim, suit or proceeding brought against the City, **to the extent which** is based upon a claim, ~~whether rightful or otherwise~~, that the goods or services, or any part thereof, furnished under the contract, constitute an infringement of any patent or copyright of the United States. The Awarded Proposer shall pay all damages and costs awarded against the City.

CITY OF KEY WEST INDEMNIFICATION FORM

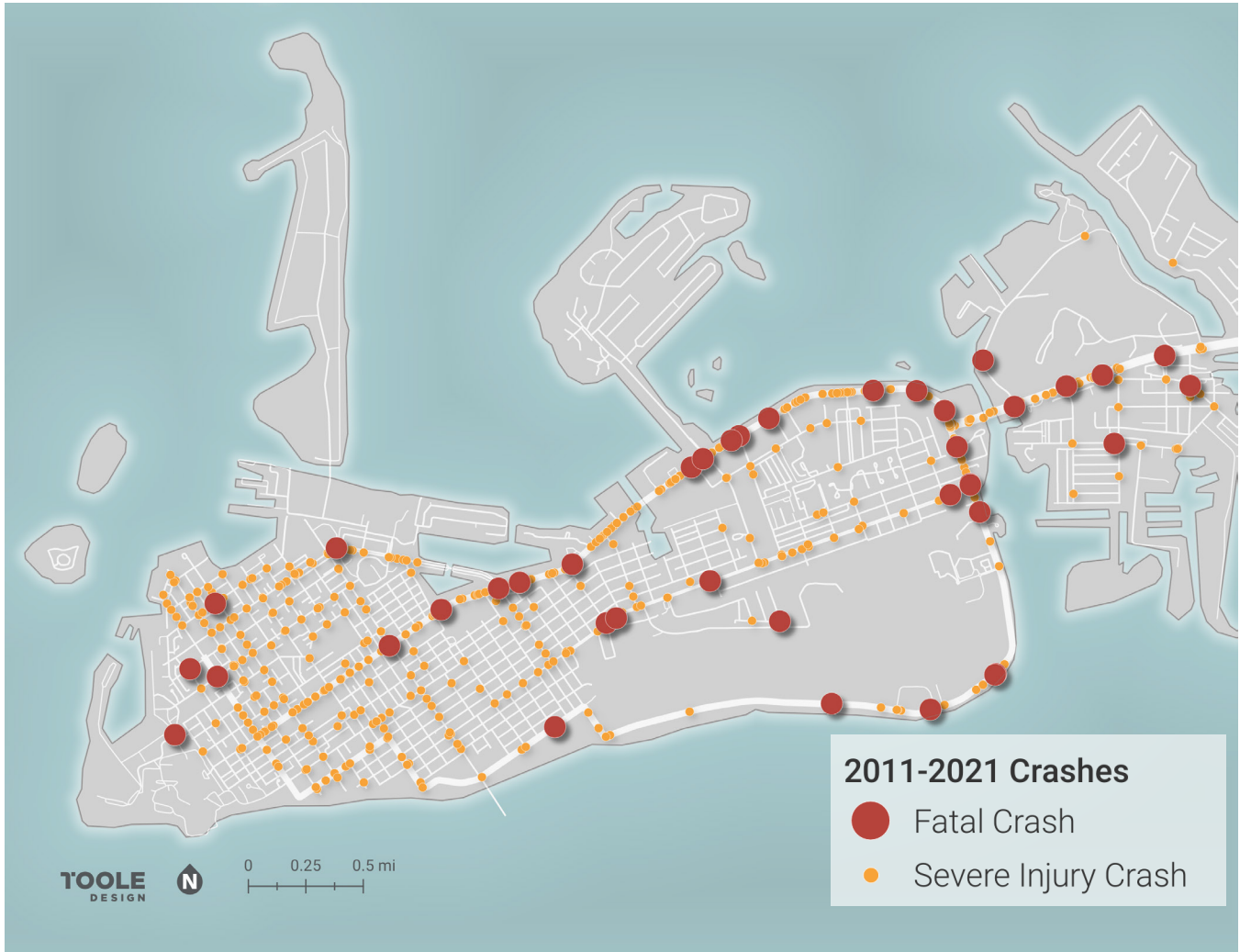
PROPOSER agrees to protect, **defend**, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against **any and all** claims, debts, demands, expense and liability **to the extent** arising out of injury or death to any person or the damage, loss of destruction of any property 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 **reasonable** 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 **to the extent of Proposer's liability due to Proposer's actions**, 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, **however Proposer shall not be expected to defend against claims to the extent arising from the City of Key West's negligence.**

I. RESUMES



Deputy Project Manager Henry Cohen analyzed existing data to create this crash map for the City of Key West.



JARED DRAPER, AICP

PRINCIPAL-IN-CHARGE

PROFESSIONAL HIGHLIGHTS

Years of Experience: 14
Toole Design: 2016-Present
City of Commerce City, CO: 2011-2016
Ten at the Top: 2010-2011

EDUCATION / CERTIFICATION

Master of City and Regional Planning, Clemson University: 2011
Bachelor of Arts, Spanish Language and Sociology, NC State University: 2008
American Institute of Certified Planners

APPOINTMENTS / AFFILIATIONS

American Planning Association
Association of Pedestrian and Bicycle Professionals

Jared has experience in safety planning for all roadway users with an emphasis on the most vulnerable users—pedestrians, bicyclists, and other non-motorized modes. He has used the Safe System Approach to in the development of plans and design guidance for numerous contexts at the local, regional, and state level. Jared’s work on safety action plans translates into all of his planning and design work as he emphasizes the paradigm shift that is needed to reduce and ultimately eliminate fatal and serious injury crashes on roadways. He has led and collaborated with planners, data scientists, GIS analysts, and engineers through each task related to developing safety plans. The results of recent planning efforts has led to projects, policies, and programs being implemented along with federal grant applications to pursue additional safety funding.

SELECTED PROJECT EXPERIENCE

Northwest Arkansas Safety Action Plan

Jared is leading the development of a regional safety action plan for the Northwest Arkansas Regional Planning Commission (NWARPC). As Project Manager, Jared is responsible for prioritizing safety through each element of the Plan—data analysis, stakeholder and community engagement, countermeasure selection, project and policy recommendations, and strategic phasing and funding development. He is partnering with communities across the region to identify high-injury corridors and establishing resources to address historical crash locations while being proactive to reduce risk to users throughout the entire regional street network.

Spartanburg County Safety Action Plan, Spartanburg County, SC

Jared served as the Project Manager for the Spartanburg County Safety Action Plan. Spartanburg County roadways are some of the most deadly in the state of South Carolina, a description that this Plan is committed to reversing. Jared’s role on the project was to prioritize safety through analysis, engagement, and recommendations with a variety of stakeholders, agency staff, and the public. A context-appropriate approach was used to ensure that safety is addressed in urban and small town areas throughout the county along with the most rural environments. The results of the Plan provide clear direction on change that needs to happen to increase safety for all users.

ARC Bicycle and Pedestrian Safety Action Plan, Atlanta, GA

Jared served as a transportation planner to partner with the Atlanta Regional Commission (ARC) on the development of its Bicycle and Pedestrian Safety Action Plan. This process included engagement with stakeholders and communities along key regional corridors in Atlanta with a high volume of pedestrian and bicycle crashes. Jared worked with the data analysis team and public engagement results to understand the barriers—both real and perceived—along these corridors. The resulting plan will guide safety investments throughout the region and a prioritize safety for more vulnerable populations that walk and bicycle.



BYRON RUSHING

PROJECT MANAGER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 18

Toole Design: 2023-Present

Atlanta Regional Commission:
2012-2023

Georgia Department of
Transportation: 2008-2012

Sycamore Consulting:
2006-2008

EDUCATION / CERTIFICATION

Master of City and Regional
Planning, Georgia Institute of
Technology: 2006

Bachelor of Science,
Political Science,
Vanderbilt University: 2003

Byron is a Senior Planner with both public and private sector experience in developing and implementing multimodal transportation plans, programs, and policies. He has managed and city Vision Zero and Safe System plans. Byron believes safety is central to transportation planning, but seeks to integrate broader issues of multimodal planning, trail connectivity, and community development.

SELECTED PROJECT EXPERIENCE

Dunwoody Local Road Safety Plan, Dunwoody, GA

Byron serves as the Project Manager for the City of Dunwoody's Road Safety Action Plan (RSAP). The RSAP is an Safe Streets and Roads for All (SS4A) compliant Local Road Safety Plan being developed to address serious crash trends, determine local safety actions, and position the city to be competitive for state and Federal grants. Byron has managed all aspects of the project, from overseeing data analysis, plan development, and stakeholder outreach.

Atlanta Vision Zero Action Plan, Atlanta, GA

Byron serves as the Deputy Project Manager for the City of Atlanta's Vision Zero Action Plan. The AVZ plan is a groundbreaking initiative for the largest city in the Atlanta metropolitan area, combining data analysis with community input to address serious crash trends, determine local safety actions, and help meet the City's Vision Zero goal. Byron has supported all aspects of the project, including data analysis and stakeholder outreach, and directly managed the plan's Implementation chapter.

Northwest Arkansas Safety Action Plan

Byron served as a planner for the Northwest Arkansas Safety Action Plan. The plan will help the jurisdictions across the Northwest Arkansas region achieve Vision Zero by using data analysis, community input, and proven safety countermeasures. Byron supported the Toole Design and NWA team in policy research, plan QA/QC, and applied his expertise in Federal and MPO funding to build successful outcomes.

Winter Haven Safety Action Plan, Winter Haven, FL

Byron serves as the Project Manager for the City of Winter Haven's Corridor Vision Safety Action Plan (SAP). The SAP is an ambitious, data-driven plan funded by the Florida Department of Transportation to be compliant with the Federal Safe Streets and Roads for All (SS4A) program and support the Polk TPO Vision Zero Plan. Byron has managed all aspects of the process to craft a plan that will eliminate fatal and serious crashes on state roads in the City and determine local safety actions.

Des Moines Vision Zero Action Plan, Des Moines, IA

Byron served as a Subject Matter Expert providing QA/QC review for the Des Moines Vision Zero Action Plan. The plan will help the Des Moines region achieve Vision Zero through a data-informed, community-driven application of proven safety countermeasures.



HENRY COHEN

DEPUTY PROJECT MANAGER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 6
Toole Design: 2018-Present
Jaunt Regional Transit:
2019-2020
City of Charlottesville: 2018

EDUCATION / CERTIFICATION

Master of Science, Urban and Environmental Planning, University of Virginia: 2021
Bachelor of Arts, Geography, Virginia Tech: 2018

Henry is a planner with a background in geography. He has experience working on multimodal transportation projects at the public, private and agency level, and specializes in comprehensive planning, GIS analysis and visual communications. He is passionate about using maps and graphics to bring complex data to life and tell compelling stories about the places we love. He has worked with cities and DOTs across the southeast on transit system redesigns, pedestrian safety initiatives, and bicycle and pedestrian plans.

SELECTED PROJECT EXPERIENCE

Roanoke Vision Zero Action Plan, Roanoke, VA

Henry is a task lead for public engagement and data analysis on this Project. The project focuses on leveraging multiple safety efforts in the city under a unified vision of safe streets for all road users and an end to fatal and serious injury crashes. Leaning on his expertise in visual communication and storytelling, Henry is developing interactive online engagement tools and a compelling project website that invites people to learn about the project and share their own personal experiences with roadway safety.

Spartanburg County Safety Action Plan, Spartanburg County, SC

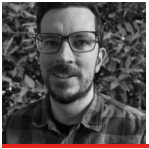
Henry served as a Lead Planner and analyst for this plan to eliminate fatal and severe injury crashes in Spartanburg County. He helped focus the crash analysis through unique context zones to ensure the High Injury Network accurately represented urban, suburban, and rural areas of the County. For the plan document Henry developed high quality maps and infographics to clearly communicate the need for change and the actions needed to redefine the County's narrative around roadway safety.

Charlottesville SS4A Grant Support, Charlottesville, VA

Henry is leading the development of an SS4A Demonstration Grant for the City of Charlottesville. The grant leverages the region's current Safety Action Plan with a focus on increasing safety on local neighborhood streets. The proposed demonstration project will pilot six traffic calming measures on local street corridors to slow vehicle speeds and increase comfort for people walking and bicycling. Henry is leading GIS analysis and engagement efforts to craft a competitive grant application and maximize the city's efforts to reach Vision Zero.

Northwest Arkansas Safety Action Plan

Henry is working with the Northwest Arkansas Region to develop an inaugural Vision Zero Action Plan. Serving as both a lead planner and an analyst, he is responsible for creating a logo and brand for the plan, developing custom online engagement tools, and delivering polished maps, graphics, and written materials. Henry is coordinating tasks between planners, managers, and data scientists understand regional crash data spanning three counties and two states and communicate the vision of safe streets for all.



KEVIN KROLL
SENIOR PLANNER

Years of Experience: 11
Master of Science, Urban and Regional Planning

Kevin is a Senior Planner with experience working in both the public and private sector. Kevin has specialized in transportation safety for the past 10 years, and has worked with Metropolitan Planning Organizations, state DOTs, and both large and small cities to create plans that lead to implementation and integrate safety projects and programs into their area.

North Central Texas Council of Governments Roadway Safety Plan, Arlington, TX

Kevin led development of the NCTCOG’s first comprehensive plan to eliminate fatalities by 2050. This included performing and directing research to identify which systemic crash types produced the highest number of fatalities and serious injuries, developing a high injury network, and identifying safety countermeasures.

Salina Comprehensive Safety Action Plan, Salina, KS

Kevin is the Project Manager for the Salina Comprehensive Safety Action Plan. This plan will be developed to assess where fatal and serious injuries are occurring on Salina roadways, what factors are leading to these crash instances, and how the City can prevent these crashes from occurring in the future. This plan will include a robust public engagement component and equity analysis.

St. Cloud APO Safety Action Plan, St. Cloud, MN

Toole Design is working as part of a team to complete the safety analysis portion of the Safety Action Plan for the St. Cloud Area Planning Office. Kevin is acting as the Project Manager for this plan and will guide a team of planners through creating the Descriptive Safety Analysis and a High Injury Network which identifies the roadway segments that have a history of fatal and serious injury crashes.



JOANNA HAOSHI WANG, RSP₁
PLANNER AND ANALYST

Years of Experience: 6
Master of City Planning
Road Safety Professional 1

Joanna is a transportation planner and data analyst that specializes in roadway safety planning, active transportation planning, and digital engagement. She has served clients across the country by leading technical tasks like systemic crash analysis, participatory mapping, equity analysis, and data visualization. With a background in urban design and software product management, Joanna develops visually appealing, intuitive digital communication tools that present analysis findings in an accessible, engaging way.

Dunwoody Local Road Safety Plan, Dunwoody, GA

Joanna was the lead data analyst for this citywide road safety plan. She led the crash and data analysis to identify key crash patterns and develop high injury network for the City. She also designed and produced the crash data dashboard for crash trends monitoring and data transparency.

Spartanburg County Safety Action Plan,

Spartanburg County, SC

Joanna was the lead data analyst for this countywide safety action plan. She led the analysis for high injury network development and descriptive crash analysis to understand crash patterns in Spartanburg County, and produced reports that highlighted key trends.

Tacoma Vision Zero Action Plan, Tacoma, WA

Joanna serves as a data analyst. Joanna developed a web-based, public-facing interactive data dashboard that tracks the Vision Zero performance measures and the overall crash patterns in the City, allowing the City to provide transparent progress update to the public.

Lafayette Local Roadway Safety Plan, Lafayette, CA

Joanna provides data analysis and map production for this citywide local roadway safety plan, and conducts system-wide network analyses using Safer Streets Priority Finder to identify high crash density and high crash risk corridors.



SRISHTI MURUGAN
PLANNER

Years of Experience: 6
Masters in Urban and Regional Planning

Srishti is a planner and designer with experience in developing multimodal transportation projects, safety analysis, and corridor studies. Srishti specializes in bicycle and pedestrian planning and design, public engagement, and community development. She has worked with state DOTs and cities across North America by assisting Vision Zero initiatives, corridor studies, Complete Streets designs, and neighborhood redesign projects.

Norfolk Safety Action Plan, Norfolk, NE

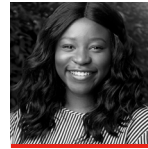
Srishti played a key role in the safety analysis for the City of Norfolk, evaluating roadway safety from 2016 to 2022. She collaborated with a teammate to conduct descriptive crash analysis, identify High Injury Networks (HIN), and High Risk Networks. Additionally, she prepared GIS maps based on the findings for each section, including crash characteristics, high-density crash corridors, and potential safety improvements based on systemic and equity analyses.

DCHC MPO Vision Zero Action Plan,

Durham, Chapel Hill, and Carrboro, NC
Srishti is contributing to the initial stages of the DCHC Vision Zero Action Plan, aimed at eliminating traffic fatalities and severe injuries. Her responsibilities include coordinating outreach and public engagement correspondence for the Safety Summit, and assisting with safety analysis to identify critical areas for improvement and develop effective safety measures as part of the Vision Zero initiative.

Northwest Arkansas Regional Complete Streets Design Guide

Srishti assisted in developing the Northwest Arkansas Complete Streets Design Guide, a regional resource for planning and implementing Complete Streets. Her tasks included preparing street sections to visualize future designs and contributing to the establishment of street design principles and street types.



TOBI OTULANA
PROJECT PLANNER

Years of Experience: 7
Master of Science, City and Regional Planning

Tobi is a planner with public sector and private sector active transportation planning experience. She has worked with communities of various sizes on programs and plans relating to Complete Streets policies, Safe Routes to School, and Transportation Demand Management. Tobi brings experience in stakeholder engagement, program management, policy development, and GIS.

Northwest Ohio Transportation Safety Action Plan

Tobi provided research and planning support in the development of an Equity Framework. The Framework includes an overview of historical policies and outcomes that impact transportation safety, mapping and evaluation of where various populations are located throughout the region, and a data-based equity analysis that identifies geographic focus areas for implementing plan recommendations. Tobi assisted in identifying relevant citations, connecting past transportation and land use decisions to current outcomes, and writing the Equity Framework memo.

Michiana Area Council of Governments (MACOG) Regional Safety Action Plan

Tobi is the task lead for the Policy Review and the Equity Framework and Analysis. She is responsible for task budget management, strategizing approaches for the deliverables, coordinating with a multidisciplinary team of planners and analysts, and guiding the development and delegation of work for both tasks. The Policy Review provides an inventory and assessment of the plans, policies, and ordinances that guide local and regional decision-making that impacts transportation access, safety, and equity. The Equity Framework includes an overview of historical policies and outcomes that impact transportation safety, mapping and evaluation of where various populations are located throughout the region, and a data-based equity analysis that identifies geographic focus areas for implementing plan recommendations.



JOHN PAUL SHAFFER, AICP
SENIOR PLANNER

Years of Experience: 15
Master's Degree, City and Regional Planning
American Institute of Certified Planners

John Paul is a Senior Planner with both public and private sector experience in multimodal transportation planning, public policy analysis and development, and community engagement. He is currently leading a number of safety action planning and safe routes projects and has served clients across the southeastern U.S. by leading complete streets and micromobility projects, multi-disciplinary public engagement, and program development and evaluation. John Paul's work is focused on planning for safe streets and active mobility, innovative design guidance, and performance measurement.

Spartanburg County Safety Action Plan,
Spartanburg County, SC

John Paul supported the development of a Comprehensive Safety Action Plan for Spartanburg County and led the creation and prioritization of recommended safety actions. This task included the identification of agency and partner roles, prioritizing actions that address both the High Injury Network and systemic safety needs, and providing a timeline for implementation.

Northwest Arkansas Safety Action Plan

John Paul is leading the development of local Safety Action Plans for Bentonville, Centerton, Fayetteville, Rogers, and Springdale in Northwest Arkansas. The planning process will include creating city-specific High Injury Networks, tailored countermeasures and safety strategies, and customized outreach strategies for each community.

Memphis Safety Action Plan, Memphis, TN

John Paul is Project Manager for Toole Design's work on the City of Memphis Comprehensive Safety Action Plan. He is leading the team's review of existing plans, policies, and standards, and equity analysis tasks, and is facilitating their support of the safety analysis task and development and review of the plan document.



NATHAN BOONE, PE, LEED AP®
SENIOR ENGINEER

Years of Experience: 18
Bachelor of Science, Civil Engineering
Professional Engineer: AL, AR, CO, IA, KS, NE, OH, SD, TX, WY
LEED Accredited Professional

Nathan is a professional engineer with extensive experience in recreation and city infrastructure improvement projects. He primarily focuses on street corridor studies and design, downtown revitalizations, trail master planning and design, streetscapes, and asset management planning. His blended background in engineering and planning affords him the skillset to oversee all technical, administrative, and management aspects of projects from planning to construction management. Nathan understands the importance of community involvement and the value it brings to have the right people, at the right time, to the table to cultivate collaboration and progress for the communities in which we live, work, and play.

Northwest Arkansas Regional Complete Streets Guide

Nathan is responsible for the development of a Northwest Arkansas Complete Streets Design Guide that will be a regional resource for planning, designing, and implementing Complete Streets. The development of the Guide includes stakeholder coordination, review of existing conditions/best practices, establishment of street design principles and street types, and formatting the final document for ease of implementation at the local level.

Citywide Street Condition Assessment and Improvement Plan Development, Crete, NE

Nathan managed this project to collect the condition of every street within City limits utilizing AI, develop cost estimates for each level of proposed improvement, and compile the data into a GIS Storyboard for review by elected officials and for future street improvement project planning. This project was completed in accordance with Community Development Block Grant (CDBG) funding and was the catalyst for future street projects and CDBG funding applications.



TODD EDWARDS, PE
SENIOR ENGINEER

Years of Experience: 26
Bachelor of Science, Civil Engineering
Professional Engineer: NC, TN

Todd has both private and public engineering and project management experience. In his previous role with the City of Raleigh Transportation Department, he managed the Transportation Safety Program. Todd oversaw the management of the City's Red Light Camera Program, identified transportation safety issues through crash data collection, implemented proven safety countermeasures, and teamed with NCDOT to identify and fund larger scale safety projects. Todd also led the bidding process for the annual construction efforts to implement concrete ramp and pedestrian refuge flatwork projects within the City. Within the private sector, Todd managed a team of engineers in the development of full construction plans for roadway projects driven by private development projects.

Downtown City of Raleigh Pedestrian Safety Project, Raleigh, NC

Todd worked with the NCDOT Traffic Safety Unit and their engineering consultant to review and make pedestrian safety recommendations throughout the Downtown Raleigh Central Business District. The desired outcome of the project was to identify and recommend safety improvements to create a safer walking environment in Downtown Raleigh. Todd used crash data, speed data, and information gathered from a walking survey of the downtown street network grid. He worked with NCDOT and their consultant to identify and recommend areas of needed safety improvements at over 100 signalized intersections and 30 mid-block crosswalks. Todd drafted a phased approach to design and implementation for NCDOT to use in their pursuit of funding.

Wake County Public Schools Pedestrian Safety Improvements, Raleigh, NC

Todd implemented a successful design to create a pedestrian refuge within the existing crosswalk using pavement markings and reflective flexible delineator posts.



CHRIS PUGLISI, PE, RSP,
SENIOR ENGINEER

Years of Experience: 16
Master of Science, Civil and Environmental Engineering
Professional Engineer: FL, GA
Road Safety Professional 1

Chris is a talented and experienced transportation engineer focused on innovative solutions to solve the needs, goals, and objectives of clients and stakeholders. His primary professional background is in traffic signal design and operations in both constrained and multimodal environments. His experience actively managing and maintained traffic signals gives him insight into limitations and constraints of the innovative technology he recommends in design. Chris works in multidisciplinary teams and applies his experience to help influence design decisions to ensure safe pedestrian, bicycle, and transit operations at signalized intersections.

Atlanta Vision Zero Action Plan, Atlanta, GA

Chris managed the consultant team that developed the City of Atlanta's first Vision Zero Action Plan. Over the course of a year, he worked with the City and a multi-disciplinary team to refine the City's high injury network, incorporate an equity-based engagement strategy with the City's communities, and develop a strategy to eliminate fatalities and serious injuries on the City's street network. The final product also included a safety checklist for the City to review, implement, and evaluate projects to improve safety and a data dashboard to support ongoing program evaluations.

Boston Vision Zero—Mattapan Square, Boston, MA

Toole Design is working with the City of Boston to upgrade the signal at Mattapan Square, a complex six-legged intersection, to provide an additional pedestrian crossing across the south leg of the intersection, greater safety for people walking and riding bicycles through the intersection, transit signal priority, and increase the intersection's efficiency through innovative traffic signal operations. Chris aided in the determination of signal head placement and necessary equipment needed to run the proposed signal phasing. He then worked with project engineers to develop a signal modification design for use by contractors to make the necessary upgrades.



WENDY PHELPS, AICP
SENIOR PLANNER

Years of Experience: 12
Master of Urban and Environmental Planning
American Institute of Certified Planners

Wendy’s transportation planning career has focused on the safety of vulnerable road users through work on bicycle and pedestrian master plans, Complete Streets design guidelines, Safe Routes to School and Vision Zero plans. She managed Toole Design’s work on the Philadelphia Pedestrian Safety Study and Action Plan, identifying countermeasures to address the top contributing factors in serious and fatal pedestrian crashes. She also led the development of the Lancaster, PA Vision Zero Action Plan, working with the GIS team to analyze crash data, develop a high injury network, facilitate online engagement, and create a list of actions to help the city achieve zero deaths and serious injuries by 2030.

Key West Bicycle and Pedestrian Plan, Key West, FL
Wendy served as Deputy Project Manager and led multiple tasks for this city-wide bicycle and pedestrian plan. Her work included: managing workload and project schedules, policy review, developing public outreach materials, fieldwork, drafting the bicycle network, developing programmatic recommendations, and laying out the final plan document. The Plan created the framework for future planning efforts and provided a vision for expanding the City’s bicycle and pedestrian initiatives, improving access to transit, increasing opportunities to participate in a healthy lifestyle, and decreasing traffic congestion.

Thornton Vision Zero Action Plan, Thornton, CO
Wendy is managing the development of pedestrian crossing treatment guidelines. Community engagement during past planning efforts identified existing crossings as major barriers to walking and biking in Thornton. To develop the guidelines, the project team will perform a desktop review of existing crossings, identify common characteristics, and use national guidance and best practices to identify the appropriate crossing treatments based on context.



SARA SCHOOLEY
SENIOR PLANNER

Years of Experience: 15
Master of Community and Regional Planning

Sara is a Senior Planner who focuses on bicycle and pedestrian master planning, public outreach, and engaging communities of color and those with disabilities. Sara specializes in developing public engagement strategies, transportation safety campaigns, Safe Routes to School efforts, and pedestrian design guides.

ECWRPC Equitable Engagement Toolkit and Guidebook

Sara was the Project Manager, lead writer, and head trainer for the Equitable Engagement Toolkit and Guidebook. The guidebook and toolkit is a step-by-step comprehensive workbook-style document that will help ECWRPC and local jurisdictional staff conduct outreach in a consistent and equitable manner based on Toole Design’s national experience and industry best practices. Once the toolkit was completed, Sara led a training for approximately 30 ECWRPC staff and community partners to foster discussion around the area’s community engagement history, local context, and hands-on use of the toolkit.

Bloomington SS4A, Bloomington, IN

Sara is the engagement lead for this SS4A planning effort, which gave residents virtual and in-person opportunities to voice their opinions and contribute to the plan. The virtual engagement component consisted of an interactive webmap where participants could pinpoint areas in the community that make them feel unsafe moving around town. The in-person component was “Safety Week” which included 13 pop-up engagement stations, three evening events, multiple committee meetings, a walking tour, and working with over 300 students to help inform the project on people’s perceptions of roadway safety, trade-offs they are willing to make for safer streets, and locations throughout the community where improvements should be made.



HILLARY ESSIG
PROJECT PLANNER

Years of Experience: 7
Master in Environmental Planning and Design
Project Management Certificate

Hillary is a Project Planner with experience in both the public and private sector in multimodal transportation projects, tactical urbanism, and placemaking/ placekeeping efforts. Prior to joining Toole Design, Hillary worked on a variety of projects involving implementation of bicycle master plans, identifying quick-build tactical opportunities, and improving public spaces for all to use. Hillary brings robust implementation experience and has enjoys working with artists to enhance transportation projects with unique, local character.

Dunwoody Local Road Safety Plan, Dunwoody, GA
Hillary served as the Project Planner for Dunwoody Local Road Safety Plan. This safety plan is rooted in the Safe System Approach and provides the City an opportunity to make data-driven decisions for their roadways. Hillary provided community outreach and graphic production support to the Project Manager.

Spartanburg County Safety Action Plan, Spartanburg County, SC
Hillary was the Community and Stakeholder Engagement Lead Spartanburg County Safety Action Plan. She was responsible for creating a public survey and online mapping activity. She coordinated two pop ups and related activities as part of the project. She drafted content for social media postings and promotional materials.

Hillsborough TPO Vision Zero Corridors, Hillsborough, FL
Hillary provided planning support for the Hillsborough Vision Zero Corridor study. She analyzed existing conditions for two corridors and drafted a Memo that provided language for the final study deliverable. She also provided graphic design assistance in GIS through mapping the crash analysis that was completed. A total of six maps were produce to provide a holistic view on KSI crashes in the region.



CASSANDRA SLACK
SENIOR GRAPHIC DESIGNER

Years of Experience: 9
Masters of Arts in Museum Exhibition Design

Cassandra is a senior graphic designer with experience in working with nonprofits, startups, magazines, community events and local businesses. Cassandra’s experience in branding development, UX, editorial, exhibition and experiential design has given her a platform to highlight topical issues such as climate change, food insecurity, education policy, and the impacts of AI in design. She is currently working in environmental graphics to create custom signage for public park systems.

Milwaukee County Safety Data Analysis, Milwaukee, WI
Cassandra serves as the Senior Graphic Designer in creating visual documentation for multiple profile reports that outline the safety conditions of 25 corridors in Milwaukee County. The project includes disseminating the analyses of the corridors into 25 separate, 2-page graphic layouts that will be dispersed throughout community events. Cassandra’s graphic design direction builds a new framework for our team to incorporate excel data into working InDesign files for more efficient cross-team collaboration. Her design direction and experience creating infographics helps build a comprehensive series of accessible, cohesive and compelling documents.

Montgomery Parks Sign Standards, Wheaton, MD
Cassandra serves as the Senior Graphic Designer in developing a county-wide signage design system for Montgomery Parks. The project plan includes an analysis of the current park signage inventory followed by a proposal of branding and design intent concepts that serves the current signage needs and offers consistent guidelines for future needs. Cassandra’s design direction establishes standardized visual guidelines that creates a unifying feel across Montgomery Parks signage.



BONNIE MOSER
LANDSCAPE DESIGNER

Years of Experience: 13
Master of Landscape Architecture

Bonnie is a landscape designer who is passionate about creating strong, sustainable urban places. She has a wide variety of experience both in the Southern U.S. and internationally. Bonnie is extremely talented in developing visualization products to assist the public and key decision-makers in understanding the design intent of recommendations. She is adept at perspectives, SketchUp renderings, photo simulations, branding and marketing, and gateway and wayfinding signage.

ARC Bicycle and Pedestrian Safety Action Plan,
Atlanta, GA

Bonnie worked with the Atlanta Regional Commission on the development of its Bicycle and Pedestrian Safety Action Plan. This plan focused on communities along three metro Atlanta corridors with a high volume of pedestrian and bicycle crashes. Bonnie created graphic visualizations for the plan that communicated short and long term strategies for improved bicycle and pedestrian safety and usership.

AASHTO Guide for the Development of Bicycle Facilities

Bonnie is assisting Toole Design's team in the development of graphics for the guide. The document seeks to provide information on best practices for accommodating bicyclists in transportation networks. Bonnie is tasked with aiding in the development of over two hundred and fifty graphics that will be produced throughout the life of this project.

North Quarter Orlando Plan, Orlando, FL

Bonnie worked as a designer to provide vision and gain community support of the restoration of a one-way street network in the northern portion of downtown Orlando to two-way streets. The plan incorporates a two-way cycle track and extension of the Orlando Urban Trail, provides two-way automobile connections, creates more access for local businesses, and transitions traffic from Interstate 4 and major arterials in the area. Bonnie's role included community engagement and incorporating feedback in the detailed design of roadway and bicycle facilities.



TOOLE
DESIGN

