



**TECHNICAL PROPOSAL**  
OCTOBER 24, 2023

# RFP 2023-2094 PROFESSIONAL ENGINEERING CONSULTING SERVICES FOR A COMPREHENSIVE SAFETY ACTION PLAN

**FOR:** NANTUCKET PLANNING AND ECONOMIC DEVELOPMENT COMMISSION, MARTHA'S VINEYARD COMMISSION,  
AND THE FRANKLIN REGIONAL COUNCIL OF GOVERNMENTS IN MASSACHUSETTS

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# COVER LETTER

Andrea Woods  
 Chief Procurement Officer  
 Franklin Regional Council of Governments  
 12 Olive St, Ste 2  
 Greenfield, MA 01301

**RE: Request for Proposals 2023-2094 - Professional Engineering Consulting Services for a Comprehensive Safety Action Plan**

Dear Andrea,

**Kittelson & Associates, Inc. (Kittelson)**, in collaboration with **Nelson\Nygaard Consulting Associates, Inc. (Nelson\Nygaard)** and **DREAM Collaborative, LLC (DREAM)**, is pleased to submit this proposal to Nantucket Planning and Economic Development Commission (NP&EDC), Martha’s Vineyard Commission (MVC) and Franklin Regional Council of Governments (FRCOG) to assist in the development of Comprehensive Safety Action Plans. Our team is excited to apply our expertise to help create a set of Safety Action Plans based on the Safe System Approach to reduce fatalities and serious injuries from roadway crashes and identify ways to improve safety for all travel modes.

Our team will provide an unmatched combination of safety planning expertise and local experience. Kittelson has supported Vision Zero plans, Systemic Safety Analysis Reports (SSAR), and Safety Action Plans across the country and is well-versed in the requirements of the Safe Streets and Roads for All (SS4A) program, as well as other transportation grant programs. We focus on delivering safety solutions that contribute to a community’s long-term prosperity.

Nelson\Nygaard is a multidisciplinary transportation planning firm with experience working with numerous municipalities in Massachusetts and on various projects in island communities, including work in Nantucket and a safety study work in Block Island, RI. As Boston’s leading minority-owned design and development firm, DREAM has a strong background in community engagement and knowledge of transportation and larger land use planning, particularly in Massachusetts.

**Alex Garbier** will serve as the project manager and primary point of contact to support this project. **Juliet Walker, AICP**, the project principal, and **Radu Nan, PE, RSP1**, the quality manager will support Alex. Juliet and Radu will use their previous public sector experience to achieve desired outcomes by providing strategic guidance and coordinating QA/QC reviews. A team of professionals with a range of relevant expertise and a history of successful collaboration will closely support the project management team. Radu, **Angela Kristiansen, PE**, and **Amelia Martin, PE**, will provide their technical expertise in

safety-focused policy, planning, and analyses. The team will also be supported by senior advisors from both Kittelson and Nelson\Nygaard, including **Conor Semler**, focused on research and best practices; **Andrew Ooms, PE, PTOE, RSP1**, an SS4A specialist with a rural safety focus, and **Drusilla van Hengel, PhD**, also a national expert in safety practice. DREAM will bring extensive experience with community engagement to the team and support all aspects of the scope involving public engagement.

Ultimately, we will produce three distinct plans that are:

- **Technically Sound:** We will use state-of-the-practice analytical methods to identify priority locations and factors associated with crash risk to be addressed by the plan.
- **SS4A Compliant:** Our team has previously prepared SS4A-compliant plans and will leverage this experience to set the city up for future funding success.
- **Community-Supported and Implementable:** The plan development will include community member and stakeholder input and feedback so that when the plan is published, there will be willing partners, grant-ready projects, and identified funding sources for projects and programs that meet the needs of all road users in the community.

Our team will leverage our local knowledge and relevant experience to meet the needs of the three regions. We have no conflicts of interest and provide a 90-day guarantee on terms. We are excited to help plan a safer transportation network that benefits the people who live, work, and travel there.

Alex Garbier, project manager and primary point of contact, can be reached at [agarbier@kittelson.com](mailto:agarbier@kittelson.com) or 510.433.8072.

Sincerely,



One Washington Mall, Ste 1101  
 Boston, MA 02108



Conor Semler  
 Senior Advisor | Corporate Signatory  
[csemler@kittelson.com](mailto:csemler@kittelson.com)  
 617.377.4002

GENERAL INFORMATION FORM

SUBMIT THIS FORM AS THE FIRST PAGE OF YOUR RESPONSE AFTER THE COVER LETTER

Name of Organization: Kittelson & Associates, Inc.

Telephone Number: 617-377-4000

Years in Business: 38

Organization is (check one):

- X Corporation Partnership Association Joint Venture Sole Proprietorship Public Agency Quasi-Public Agency Other: (Explain)

A Corporate Resolution must be submitted with your Technical Proposal.

Organization's Address: One Washington Mall, Suite 1101 Boston, MA 02108

Email Address of Contact Person: Alex Garbier | agarbier@kittelson.com

Name, Title and Telephone Number of the Organization's Authorized Representative: Brandon Nevers, Chief Executive Officer, 571-384-2941

Acknowledgment of received Addenda #1 X Date: 10/16/23

Acknowledgment of received Addenda #2 Date:

Acknowledgment of received Addenda #3 Date: If applicable

The undersigned, being cognizant of the pages, documents and attachments concerned herewith agrees to provide the services described in the Request for Proposals for Comprehensive Safety Action Plan Consulting Services and subsequently amended by any Addenda.

The Proposer agrees to comply with all Local, Federal, and State requirements.

Tax Compliance: Pursuant to M.G.L. Ch. 62C, Sec. 49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

GENERAL INFORMATION FORM

Cont.

Non-Collusion: The undersigned certifies under penalties of perjury that this bid has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

The Proposer attests that the firm is financially stable and has included a letter from an auditing firm or other acceptable entity attesting to same.

Authorized Signature: [Signature]

Date: 10/18/23



October 17, 2023

To Whom It May Concern:

Kittelison & Associates, Inc. has the financial capacity to provide all the services for this project. Kittelison, an Oregon Subchapter S Corporation, was incorporated January 4, 1988 and has grown to over twenty office locations with offices in Oregon, Florida, Washington DC, Virginia, North Carolina, Maryland, California, Arizona, Idaho, Pennsylvania, Massachusetts, and Illinois. Kittelison currently has two active subsidiaries: Digiwest Managed Services, LLC an IT service provider; and Kittelison LLC, specializing in transportation expertise to support legal teams.

Since incorporation, Kittelison has consistently maintained a strong financial position, and presently employs more than 300 professionals. Kittelison's average annual revenue for the last 5 years is \$61,000,000, with 2022 revenue of \$74,000,000 and continued sustainable profitability. Kittelison and its Board of Directors annually assess the company's financial health by reviewing items such as the ratio of assets to liabilities, working capital, cash flow projections, credit, profitability, and liquidity of assets – both the firm's results/trends and as compared to industry benchmarks. There are no known existing conditions that impede our ability to complete this project.

Kittelison has measures of protection against professional negligence. Kittelison carries Professional Liability, Commercial General Liability, Automobile Liability, Workman's Compensation, and Employer's Liability Insurance policies in amounts appropriate for our industry and volume of business.

Further, Kittelison is not currently involved nor has not been involved in any bankruptcy proceedings within the last three years. During the normal course of business, KAI is involved in periodic credit-related litigation (e.g., the enforcement of liens & personal guarantees, and the filing of claims in the event of a client declaring bankruptcy).

Kittelison's financial resources, talented staff, and strong insurance program ensure that Kittelison has the financial and personnel resources to provide the services required by this effort in both the near- and long-term.

Attached is a letter from our financial institution stating our good standing.

Should any additional information be required, please feel free to contact me.

Very truly yours,  
KITTELISON & ASSOCIATES, INC.

Lawrence Van Dyke, CPA, CGMA  
CFO



October 18, 2023

Janette Lennon  
851 SW 6TH AVE STE 600  
PORTLAND, OR  
97204-1343, US

RE: KITTELISON & ASSOCIATES, INC. – Good standing

Dear Janette,

This letter is being delivered to you to provide information on the Company's banking relationship with JPMorgan Chase Bank, N.A (the "Bank").

We can hereby confirm that KITTELISON & ASSOCIATES, INC. has maintained accounts at the Bank since February 07, 2013 and has operated the accounts in a satisfactory manner.

Please be advised that this letter refers only to facts as they exist as of the date of this letter and the Bank shall have no duty or obligation to inform the addressee hereof of any future changes in such facts. This letter is solely for the benefit of the addressee hereof for the referenced purpose, and may not be relied on by any other person or for any other purpose.

Sincerely,

Angel Ontiveros  
Executive Director  
JPMorgan Chase Bank, N.A.  
1211 SW 5<sup>th</sup> Ave Floor 28  
Portland, OR 97204  
+1-503-382-1623  
angel.me.ontiveros@chase.com

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**ABOUT THIS MESSAGE** This letter gives you updates and information about your JPMC relationship.

# NARRATIVE

## WHY US?

Together, Kittelson, Nelson\Nygaard, and DREAM bring the following specialized expertise:

- **Proven Safety Experience:** Kittelson has led safety plans, including SS4A-compliant Action Plans, for communities nationwide, including in rural contexts.
- **Local Massachusetts Experience:** Kittelson has successfully delivered numerous projects for communities throughout Massachusetts and around Worcester. Kittelson has worked with over 25 public sector clients in Massachusetts, including the City of Boston Transportation Department, Boston Planning and Development Agency, Boston Public Works Department, Massachusetts Bay Transportation Authority, Massachusetts DOT; and the cities of Pittsfield, Springfield, Brockton, Somerville, Lynn, Cambridge, and more.
- **Experience with Islands in New England:** Nelson\Nygaard has transportation project experience on Nantucket specifically, through the development of the Nantucket Downtown Parking Program in 2010, along with subsequent pilots. Nelson\Nygaard also has safety-specific project experience in Block Island, focusing on the unique characteristics of these island communities.
- **Meaningful Community Engagement:** We have used tried-and-true and innovative approaches to public engagement in planning projects nationwide.
- **Positioning Projects for Successful Funding:** Our team comprises practitioners with expertise in the entire project life-cycle and who understand the latest grant funding requirements from USDOT and other sources. Our team has helped secure \$15M in SS4A Implementation Grant funding.

### Kittelson & Associates, Inc.

**KITTELSON & ASSOCIATES** Kittelson has been helping municipalities solve complex transportation problems and set forward visionary plans for nearly 40 years. With over 350 professionals in 25 offices across the United States, including 15 staff based in our Boston office, Kittelson is a national leader in transportation safety planning and research. Our staff has conducted national research focused on safety analyses, developed and improved safety tools and approaches, and prepared guidance for how practitioners can use these tools to save lives. More recently, we have supported the

paradigm shift to the Safe System Approach by helping communities and regions develop Safety Action Plans. Each plan engaged stakeholders in the process and used crash data to develop recommended strategies specific to each jurisdiction. To support successful outcomes for this project, Kittelson offers:

- Over 38 years in the industry, helping communities across the United States and improving safety for all road users.
- National expertise advancing the state of the practice through work producing the *Highway Safety Manual (HSM)*, the *Highway Capacity Manual*, and numerous research reports for the Federal Highway Administration, the Transportation Research Board, and many state DOTs.
- Proven success in safety planning demonstrated through the numerous Safety Action Plans and public engagement processes we have completed nationwide, many of which are SS4A-compliant.

### Nelson\Nygaard Consulting Associates, Inc.

**N NELSON NYGAARD** Nelson\Nygaard is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 165-person, full-service transportation planning firm with offices across the United States.

In keeping with the values set by the firm’s founders, Nelson\Nygaard put people first. They recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. The firm’s hands-on, national experience informs but doesn’t dictate local solutions. Built on consensus and a multimodal approach, their plans are renowned as practical and implementable.

Nelson\Nygaard specializes in creating just, safe, comfortable, and complete transportation systems for people from all walks of life. Our work in active transportation and safety provides the empirical and pragmatic support needed to make community-supported investments that make walking and biking intuitive, everyday activities that support larger economic development goals, greenhouse gas reduction, social equity, and public health.

Nelson\Nygaard is rigorous, creative, and bold in supporting walking, bicycling, and micromobility as viable transportation options. Their passionate researchers, planners, and designers understand that places to safely walk and bike are vital for healthy, thriving communities.

Nelson\Nygaard’s experience includes active transportation master plans, all aspects of Safe Routes to School (SRTS), first/last mile transit, Vision Zero analysis and planning, and creating places and programs that help people decide to walk, bike, and linger. They believe in designing streets and trails that get us where we need to go and let us enjoy where we are now.

## D/R/E/A/M COLLABORATIVE DREAM Collaborative, LLC

DREAM is Boston’s leading DBE design and development firm. Their studio comprises diverse problem-solvers who use architecture, design, and planning as tools to elevate design quality to help communities thrive. DREAM’s diverse team reflects the people and places in which they work. DREAM was established in 2008 with a passion for urban redevelopment and a dedication to underserved neighborhoods to make high-quality design accessible to everyone. Today, the firm works with clients on new construction and adaptive reuse projects for mixed-use and housing, science and technology, and learning environment projects. DREAM aims to bring access to cultural vibrancy and quality design to urban communities and underutilized spaces.

### DBE Participation

We will meet the DBE participation goal of 5.4% through collaboration with our DBE-certified teaming partner, DREAM.

## QUALIFICATIONS

We have assembled a team experienced in safety analysis and planning, traffic engineering, and public engagement to support these municipalities in developing a data-driven Safety Action Plan. The Kittelson team provides the NP&EDC, MVC, and FRCOG with leading safety analysis and multimodal transportation planning expertise locally in Massachusetts and nationally in rural areas. Our proposed organizational chart is shown on the following page. Our key staff are introduced following the organizational chart, and resumes are included at the end of this proposal.

## WORK PLAN

The consultant team, led by Kittelson in partnership with Nelson\Nygaard and DREAM, will develop three distinct Comprehensive Safety Action Plans for Nantucket, Martha’s Vineyard, and Franklin County, per the USDOT SS4A for All Self-Certification Eligibility Worksheet. The tasks and deliverables outlined in this work plan will enable NP&EDC, MVC, and FRCOG to meet and exceed USDOT’s FY2023 requirements for developing a Comprehensive Safety Action Plan.

## Project Management

Upon notice to proceed, a joint kickoff meeting will be held with representatives of the consultant team and staff from MP&EDC, MVC, and FRCOG. Prior to the meeting, the consultant team will provide a draft work plan that includes a schedule with milestones, a team organization chart, planned reporting methods, and invoicing documentation. During the meeting, which is expected to be conducted virtually, participants will provide introductions and discuss revisions to the work plan, preferred approaches for communicating between the consultant team and staff from the MP&EDC, MVC, and FRCOG, and identify times for regular check-in meetings. Following the kickoff meeting, Kittelson will revise the project work plan and schedule based on staff feedback.

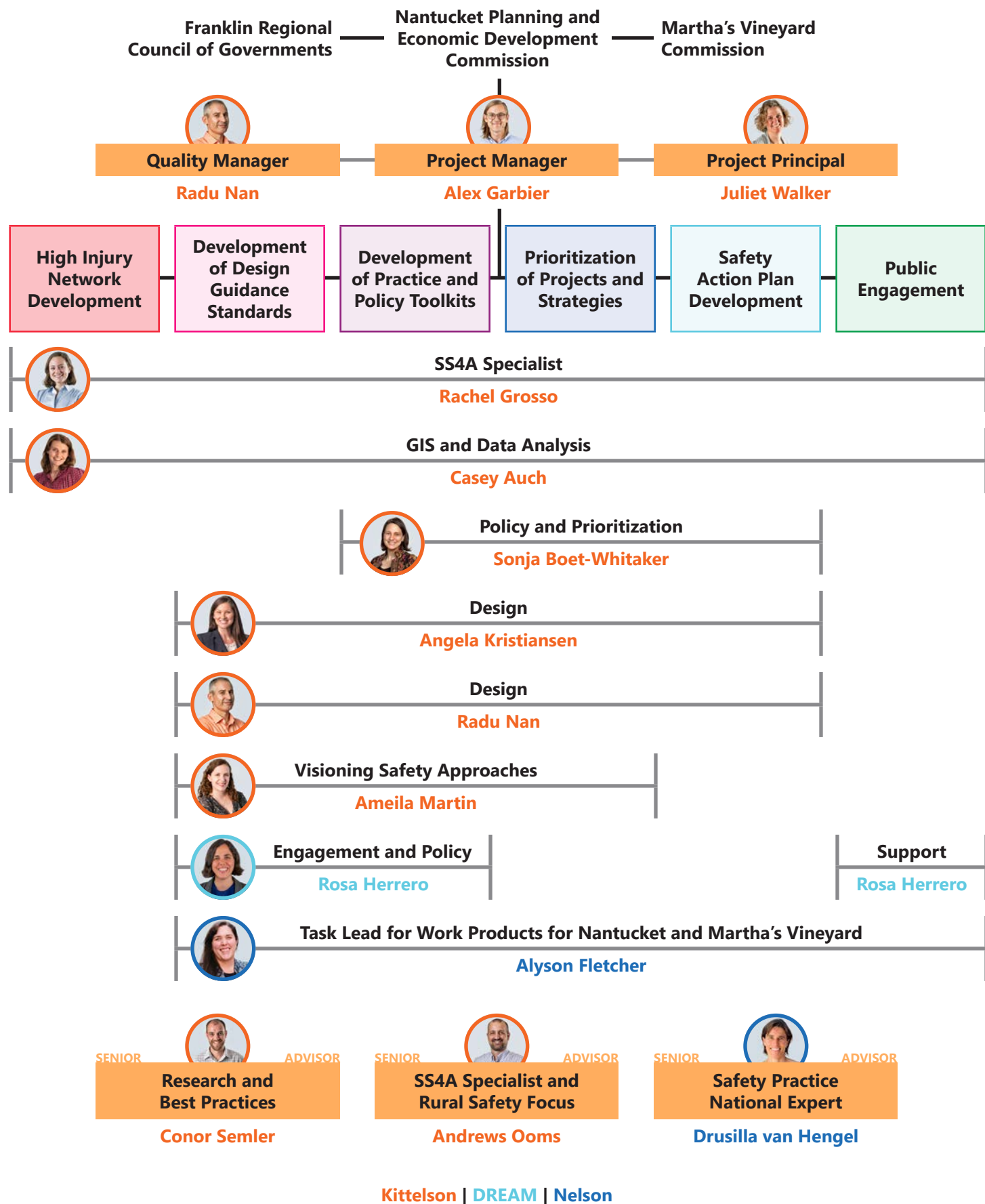
We are excited about the potential for this project to lead to cross-region learning and communications. From prior experience, we have found that involving staff from different geographic regions that share similar concerns and needs, as with the rural communities included here, can help to identify shared issues and highlight key differences. We recommend conducting regular check-in meetings every two weeks as 30-minute virtual meetings. Alex Garbier and Juliet Walker will regularly attend the meetings, with additional task leads attending meetings as needed. Before each meeting, the consultant team will provide agendas and follow-up emails with action items. Kittelson will also provide monthly invoices and progress reports.

During the project, Kittelson will replace or augment regular check-in meetings with break-out meetings where the consultant team will meet separately with individual agency staff. These meetings will aim to discuss specific issues and questions and review comments on task products and the Safety Action Plans. We expect that there will be two to three break-out meetings per task. The consultant team recommends this approach of carrying through the process both group and break-out meetings because it will provide shared space for agency staff to share lessons and collaborate on similar experiences and issues while also ensuring there is sufficient opportunity for staff to discuss unique conditions and specific project details.



Our entire project management team has direct experience with SS4A Safety Action Plans and Safe System Approach applications.

## Organizational Chart



# TASK 1: IDENTIFY HIGH INJURY NETWORKS

### Required SS4A Elements

- The plan must analyze existing conditions and historical trends across the study area. The analysis must consider crash types and severities by roadway users, all public roadways within the study area, high crash locations, and systemic trends contributing to fatal and serious injury crashes, resulting in identifying high-crash and high-risk locations.
- Underserved communities need to be identified and safety performance in them assessed.

The consultant team will complete **Task 1** based on our experience implementing the Safety System Approach with the goal of proactively identifying risk to inform projects and strategies that address safety concerns before crashes occur. This contrasts with traditional road safety practices that simply react to where crashes have already occurred. As part of **Task 1**, the consultant team will also create a baseline understanding of crash history in each region and focus areas for each region. This information will provide the basis for each region to begin considering goals and objectives that will grow throughout the project to inform a vision for reducing or eliminating roadway fatalities and serious injuries for each of the three Safety Action Plans.

### Subtask 1A: Develop Historical Trends

#### 1A.1 Crash and Roadway Data Collection

The consultant team recommends conducting a historical trends analysis using the most recent crash data available through the Massachusetts IMPACT tool. The team will review the crash data to identify key gaps or data issues and present findings to each region. In addition, the consultant team will work proactively with each agency to confirm data accurately reflects known fatal and severe injury crashes based on local knowledge. While crash data provides a strong starting point, we recognize the complexity of collecting data and the importance of properly reflecting the worst outcomes, especially when documenting safety for the public and those impacted by these events.

The consultant team recommends conducting the analysis using MassDOT roadway data augmented with information maintained by each region. Using MassDOT's data will allow the consultant team to reference and compare prior safety analyses completed by MassDOT. Crash data

is also provided in reference to the statewide system. The consultant team will provide each agency with maps illustrating the roadways in their jurisdictional boundaries for validation. Where possible, the team will revise the data based on agency feedback and specific datasets maintained by each agency.

#### 1A.2 Regionwide Historical Trends

The consultant team recommends a two-part approach to this subtask based on best practices from previous Vision Zero, Systemic Safety, and safety action planning processes. The first part of the approach will consist of a regionwide analysis for each region that identifies behavior, personal characteristics, and crash types associated with a disproportionate share of fatal and severe crashes. The consultant team will work with agency staff to identify known issues or critical questions. Trends and findings will likely include:

- Crash severity;
- Crash type;
- Crashes involved people walking or biking;
- Contributing factors (e.g., alcohol, distraction, seatbelt use, speeding);
- Driver age;
- Roadway type (e.g., corridor, signalized intersection, unsignalized intersection); and
- Roadway functional class.

The analysis will include an assessment of overrepresented crash attributes for each region (compared to Massachusetts as a whole). Identifying these overrepresented attributes will inform the risk factors assessed in the systemic evaluation.

#### 1A.3 Location Trends

Following the regionwide trends analysis, the consultant team will conduct a systemic evaluation to identify where crashes occur across each region, specifically fatal and severe crashes. The analysis will identify where, in each region, historical clashes are concentrated. For the analysis, the consultant team will conduct an intersection and roadway screening for each region based on methods defined in the *HSM* to determine a severity-weighted score for intersections and roadways. Specifically, the team recommends using the equivalent property damage-only score, which allows for aggregating crash history based on the severity of individual crashes to create a combined value represented as relative crash history compared to the cost of a property damage-only crash. Results will be presented on maps showing top sites' locations and tables listing top locations by location characteristics.

### Subtask 1B: Complete Predictive Analysis

Next, the consultant team will conduct a risk-based network screening that is more tailored to rural areas where crashes tend to be spread more broadly across a larger geographic area. The screening will identify

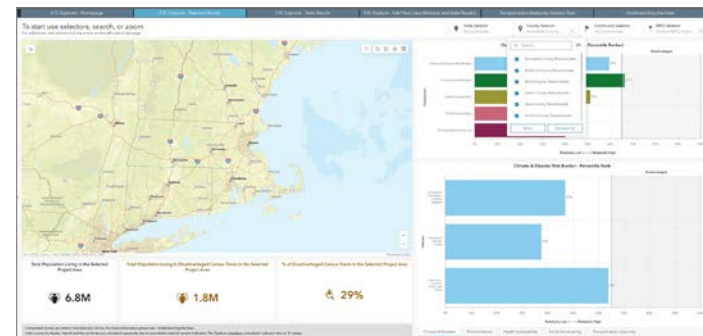
intersections and corridors with risk factors related to overrepresented fatal and severe crashes. The analysis will aim to identify locations that are more likely to experience fatal and severe crashes, even if relatively few fatal and severe crashes have occurred at those locations over the preceding five years. Specifically, the team will conduct a risk-ratio evaluation using regional crash data to identify the degree to which fatal or severe crashes are over-represented on roadways or at intersections where a characteristic is present. The risk-ratio evaluation measures each characteristic, identifying the degree to which a focus crash type is overrepresented. For example, if five of 20 fatal and severe crashes occurred on four-lane roads, and four-lane roads represent 5% of roadway miles. Four-lane roads would get a score of  $25\%/5\% = 500\%$ . Scores are interpreted against a score of 100%, indicating that crashes align with the expectation based on the percent of total intersections or roadway miles.

The consultant team will use the results from the tested roadway and intersection characteristics to create a composite risk score that measures the risk associated with characteristics of roadway and intersections across the three regions. The results will reflect risk based on regional crash history rather than specific location risk.

### Subtask 1C: Finalize High Injury Network

#### 1C.1 High Injury Network

Kittelson will identify High Injury Networks (HINs) for each region that identify locations where fatal and severe crashes have historically been concentrated and where systemic evaluation of risk indicates crashes are more likely to occur in the future. Networks will be presented in a clear and graphically appealing figure that uses inset maps to highlight the City of Greenfield in Franklin County and other areas in more detail. In **Subtask 1A.3**, Kittelson will work closely with staff from each region to refine the HINs. Our prior experience has helped us understand the critical role that HINs play in communicating safety goals to the public; therefore, we will refine the networks to reflect local needs. We plan to discuss with each agency how much weight to apply to historical and predictive results, goals for using the networks (e.g., public communication and project development), and the need to include specific priority corridors based on prior work.



USDOT Equitable Transportation Community Explorer Tool for The State of Massachusetts.

#### 1C.2 Equity Screening

Finally, the consultant team will conduct an equity-based network screening using the latest national, state, and local datasets to identify intersections and corridors located within historically underserved communities. In addition, the team recognizes that each region has periods where seasonal employment may attract populations that may not be reflected in standard equity-focused screening products, as a result, the team will work closely with local staff to identify areas based on local knowledge that are overlooked by these resources and help to identify potential data resources to highlight locations (such as employment data).

#### Task 1 Deliverables:

- Individual memos for Nantucket, Martha’s Vineyard, and Franklin County that (1) summarize historical trends, (2) provide predictive analysis that identifies roadway characteristics associated with increased risk, and (3) present HINs.
- HINs will be presented in conversation with regional equity considerations, including where HINs overlap with disadvantaged communities and whether HINs are disproportionately represented in disadvantaged communities.

## TASK 2: EXISTING CONDITIONS AND DEVELOP DESIGN GUIDANCE STANDARDS

### Required SS4A Elements

- **Current plans, policies, guidelines, and standards need to be evaluated for how they could be modified to better prioritize safety and implement the plan’s recommendations.**
- **Agencies must engage stakeholders, including agencies with overlapping jurisdictions and community organizations, in developing their Action Plans. Relevant plans and processes should be considered in developing the Action Plan.**
- **Agencies must engage the public and incorporate their feedback into the Action Plan.**

### Subtask 2A: Develop Conceptual Engineering Designs and Street Typologies

#### 2A.1 Complete Streets Typologies

Based on the roadways and intersections identified in the HINs in **Task 1**, the consultant team will create a Complete Streets Typology that organizes streets and intersections into location types for considering how context influences safety outcomes and for understanding what strategies are appropriate for reducing crash risk based on roadway design and context. The consultant team will coordinate with each region to understand the local context and appropriate terminology that reflects how staff and residents understand local conditions.

#### 2A.2 Engineering Strategies and Conceptual Designs

The consultant team will then identify engineering safety strategies to address safety needs for the typologies identified in **Subtask 2A.1**. The list of strategies will include strategies that are generally applicable across each region and specific strategies that may apply to a subset of the regions. The strategies will form one part of the Safe System approach, which emphasizes a redundant and multidisciplinary effort to improve roadway safety (work under **Task 3** will complement this work by identifying non-engineering strategies).

The consultant team will work with the staff from each region to select or remove specific strategies based on their knowledge of safety efforts in their region. The consultant team will then develop a series of conceptual visualizations that illustrate the application of one or multiple strategies for addressing the risk associated with each of the typologies identified in 2A.1. The team will complete up to ten visualizations reflecting conditions found in the three regions.

#### Subtask 2B: Gather Feedback on Safety Interventions and Options

The consultant team will conduct a minimum of three focus groups that will be held in the FRCOG region, one in the Nantucket region, and one in Martha’s Vineyard with municipal stakeholders. The team will conduct up to three virtual meetings for stakeholders who cannot attend the in-person meetings. Feedback will be collected on topics including prior success or difficulty with specific strategies and considerations for the viability of strategies. The consultant team will summarize feedback and use information to finalize strategy lists and conceptual visualizations. One of the primary goals of this subtask is to identify critical concerns with specific strategies and determine if concerns can be addressed or if the strategy is not appropriate based on local context. For each region, the consultant team will work with region representatives to identify a potential champion for supporting the execution of the commitments.



Kittelson’s Somerville by Design Complete Street in Somerville, MA.

### Subtask 2C: Engage and Gather Public Feedback

#### 2C.1 Material Support

The consultant team will create and present to staff a set of PowerPoint slides for each region that (1) summarize HINs and risk factors identified in **Task 1**, (2) roadway typologies, and (3) engineering solutions recommended for the different contexts, and which would be suitable for publishing through public websites. The slides will include speaking notes for staff to conduct in-person presentations to augment meetings conducted with the direct participation of the consultant team.

#### 2C.2 Presentation Support

The consultant team will work with regional staff to plan public meetings and identify specific stakeholders to invite. The consultant team will attend three public forums that will be held in the FRCOG region, one in the Nantucket region, and one in Martha’s Vineyard during **Subtask 2C** and summarize feedback.

#### Subtask 2D: Finalize Design Guidance Standards

Based on **Subtask 2B** and **Subtask 2C** feedback, the consultant team will finalize the Complete Street typologies and conceptual design solutions for each region’s Comprehensive Safety Action Plan.

#### Task 2 Deliverables:

- Complete Street design detail examples relevant to each region, complete with typical dimensions, material applications, and street features.
- Summary table detailing design standards for each detail example/typology.
- Summary table detailing street element priorities for each typology.
- Region specific Microsoft PowerPoint slides for public outreach.

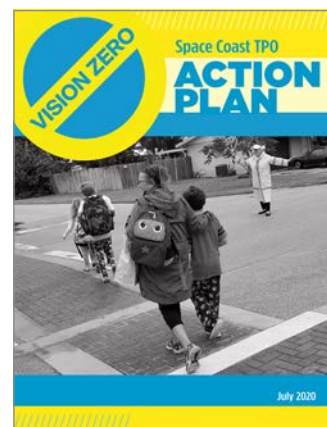
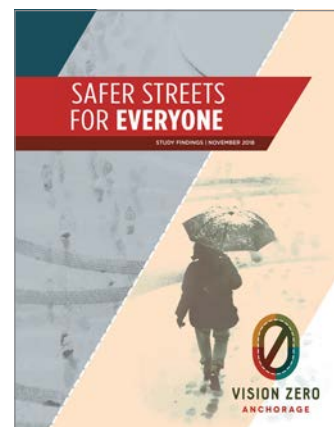
## TASK 3: DEVELOP LOCAL PRACTICES AND POLICY ACTION PLAN TOOLKITS

### Required SS4A Elements

- **The plan must include strategies to address the identified safety problems. These strategies should be informed by the data analysis and public and stakeholder feedback, effective and consistent with the Safe System Approach, and multidisciplinary, when appropriate, to address behavioral and/or operational safety problems.**
- **Agencies must engage stakeholders, including agencies with overlapping jurisdiction and community organizations, in developing their Action Plans. Relevant plans and processes should be considered in developing the Action Plan.**
- **Agencies must engage the public and incorporate their feedback into the Action Plan.**

### Subtask 3A: Complete a Vision Zero and SAFE System Literature Review

The consultant team will review selected national research and best practices related to road safety, the Safe System approach, and Vision Zero. This will include a state-of-the-practice summary for incorporating Safe System principles into safety planning, predictive approaches to developing high-injury networks and locations, and innovative safety treatments to consider for project development. For example, Kittelson staff are currently working on several national research projects on bike/ped safety and considerations for reallocating roadways in restricted



A sample of Kittelson produced Vision Zero Action Plans.

environments for NCHRP that can provide important insights for this effort.

As part of the subtasks, the consultant will specifically identify information to assist with development of the **Subtask 3B**, Safety Self-Assessment Tool, including information such as:

- Defining goals for reducing the frequency of fatal and severe crashes;
- Identifying safety partners beyond traditional transportation staff and public works; and
- Non-engineering strategies for reducing the frequency and severity of crashes.

### Subtask 3B: Create a Municipal Practice Safety Self-Assessment Tool

The consultant will create a survey based on **Task 2** and **Subtask 3A** findings to help municipalities determine opportunities for improving practices and pursuing projects to improve community safety outcomes. The survey will include questions regarding jurisdiction safety goals and whether specific engineering and non-engineering strategies are appropriate for improving safety outcomes. Based on our experiences in assisting with developing safety plans, we understand that strategies that work in one location may be ineffective or even inappropriate in another. As a result, the team plans to approach the task as an opportunity to facilitate discussion about the appropriateness of different strategies rather than as a checklist with right and wrong answers.

### 3C Prepare and Provide Municipal Workshops

#### 3C.1 Identify Municipal Representatives and Government Stakeholders

Safety plans are most effective when they are developed with feedback from a broad range of perspectives and avoid recommending strategies that surprise groups whose assistance may be needed in carrying out strategies. The consultant team will prepare a list of recommended participants based on experience developing Safety Action Plans and similar documents to review proposed strategies,

such as public works staff, emergency support services, school staff, and representatives of community groups to comment on strategies and give needed perspectives on the appropriateness and likely effectiveness of strategies in a specific context. The consultant team will place particular emphasis on ensuring there is representation from traditionally disadvantaged groups, who may have been overlooked or excluded from prior planning work. Based on the work, the consultant team will finalize lists of contacts and plan in-person meetings with the appropriate stakeholders.

#### 3C.2 Conduct Workshops

The consultant team will conduct up to three municipal workshops held in the FRCOG region, one in the Nantucket region, and one in Martha's Vineyard. The meetings will include representatives identified in **Subtask 3C.1** and champions identified in **Subtask 2B**. The consultant team will conduct up to five virtual meetings with critical stakeholders who cannot attend one of the in-person meetings.

#### Task 3 Deliverables:

- One Vision Zero (or Similar Safety Programs) literature summary discussing best practices and success stories. This chapter will highlight rural precedents in other locations where possible.
- One self-assessment questionnaire that municipalities can use to assess their own practices against best practices and the requirements of Vision Zero (or Similar Safety Programs).
- Three sections (one unique to each region) discussing the outcomes of workshops and self-assessments across regional municipalities.

## TASK 4: PRIORITIZE PROJECTS AND STRATEGIES

### Required SS4A Elements

- **The project and strategy the plan identifies should be prioritized into realistic time frames, and prioritization criteria should be documented.**

### Subtask 4A: Develop Region-Specific Project and Strategy List

The consultant team will assemble a prioritized list of projects and strategies for each region based on the high-injury network and feedback in **Task 2** and **Task 3**.

We anticipate that there may be low documented crash frequency in more rural parts of each region, which may make these sites less competitive for grant funding if considered on their own. As a result, we will organize the list of sites to identify locations with similar typologies based on the Street Typologies identified in **Task 2**. This will allow for the identification of systemic applications of strategies that consider risk holistically and allow for requesting funding for the systemic application of effective low-cost treatments. The list will initially present sites based on findings from **Task 1**.

### Subtask 4B: Develop a Prioritization Method

The consultant team will develop a prioritization method that considers the relative competitiveness of projects based on crash history and cost of projects, timeline, and feedback. Our team has experience blending quantitative and qualitative feedback to create frameworks for prioritizing projects. We also have experience identifying projects where individual road users face higher personal risk but where the rural nature of the location results in relatively few total crashes. Our team will work with each region to create an approach that reflects their goals. Our goal for the approach is to create a system that helps to order locations and potential projects to inform local decisions rather than to create a strict prioritization that might constrict decision-making.

### Subtask 4C: Identify Timing, Complexity, Resource, and Responsibility Classifications

The consultant team will create a high-level framework for understanding the relative complexity of potential projects. When working in rural areas, funding and staff capacity are always at a premium. We will develop a framework for staff to consider how multiple projects and needs can be organized over a multiple-year process. This gives the consultant team the opportunity to facilitate conversations around visions and identify types of projects that may be preferable in specific contexts. The consultant team will also work with regional staff to identify potential routes for funding and delivering engineering projects (potentially including STIP, SS4A funding, or other creative avenues).

#### Task 4 Deliverable:

- A Prioritized Safety Action Plan for each region detailing projects and strategies to undertake, including details on timing, complexity, resource, and responsibility needs.

# TASK 5: FINALIZE THREE COMPREHENSIVE SAFETY ACTION PLANS

## Required SS4A Elements

- **Action Plans must have a goal of zero roadway fatalities and serious injuries, including a timeline for achieving the goal, either through a target date or identifying a percentage reduction by a certain date.**
- **The plan must include performance measures to measure its effectiveness. These measures should be publicly accessible and updated annually.**
- **A publicly available Comprehensive Action Plan document is the primary expected outcome of the SS4A Planning Grant.**
- **Action Plans must have a committee or other group tasked with guiding the plan's development and subsequent implementation and monitoring.**

## Subtask 5A: Compile Draft Action Plans

The draft Action Plans will be created by combining **Task 1, Task 2, Task 3,** and **Task 4** deliverables into three Comprehensive Safety Action Plan documents (one for each region). As appropriate, the consultant team will update individual deliverables based on feedback received at later stages of the process with the goal of creating a consistent narrative throughout the document. The final product will emphasize the use of graphics, charts, and diagrams that can be used by regional staff or other stakeholders to present materials in a public setting and avoid overreliance on texts which may act as a barrier for presenting information to a wide audience.

## Subtask 5B: Create Time-Bound Goals, Oversight and Stewardship, and Commitment Statements

For this subtask, the consultant team will draft goals and collaborate with staff from each agency to prepare draft statements that reflect findings and feedback from **Task 1, Task 2,** and **Task 3.** The statements will be integrated into the Draft Action Plans generated in **Subtask 5A.**

## Subtask 5C: Review by TPO/RPA Facilitated Interested Groups and Municipalities

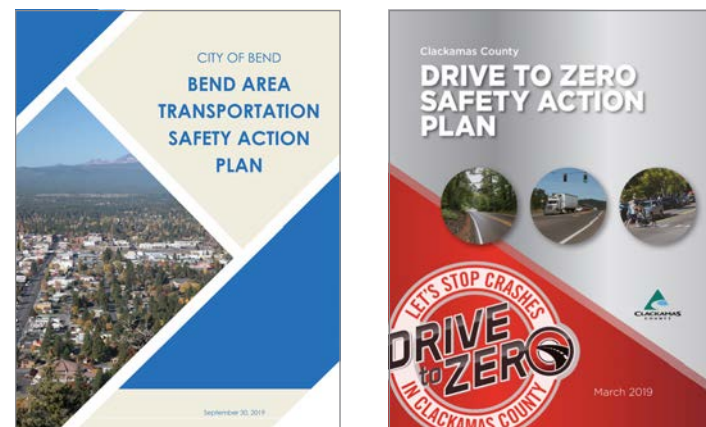
The consultant team will work with staff to confirm representatives from critical municipalities, stakeholders, and Action Plan champions to review each Safety Action Plan. The consultant team will conduct one virtual meeting for each region to present the final report to the selected representatives. During the meeting, the consultant team will identify expectations for the review process and emphasize the importance of considering and refining commitment statements (all other material in the Draft Safety Action Plan will have been presented in prior meetings and workshops). Feedback will be provided as a single set of comments from each participating representative. The consultant team will consolidate the feedback into a single set of comments and note how and if comments may be addressed. Based on feedback from agency staff, the consultant team will update each report to create a final Safety Action Plan.

## Subtask 5D: TPO/RPA Endorsement and Municipal Presentations

The consultant team will present the final Safety Action Plans first to the regional commission for endorsement and then to municipal partners. In preparation for the presentations, the consultant team will create a set of Microsoft PowerPoint slides (up to 20 slides) for each region that summarizes key information for that region. During the subtask, the consultant team will conduct up to four in-person presentations in the FRCOG region, one in the Nantucket region, and one in Martha's Vineyard.

## Task 5 Deliverables:

- Draft Safety Action Plan for each region, including deliverables from prior tasks, with time-bound goals, oversight and stewardship, and commitment statements.
- Summarized comments for each draft Safety Action Plan.
- Final Safety Action Plan for each region.
- Presentation slides to use for presentations in each region when presenting to regional commissions.



A sample of Kittelson produced Safety Action Plans.

# TASK 6: PUBLIC ENGAGEMENT

## Required SS4A Elements

- **Agencies must engage the public and incorporate their feedback into the Action Plan.**
- **The plan's engagement should be inclusive of the diverse range of groups in the community.**

To coordinate effectively with agency staff on the public engagement and outreach for this project, at the outset of the project, the consultant team will work with staff from each region to prepare a Public Engagement Plan that:

- Establishes an engagement schedule organized to maintain engagement throughout the Safety Action Plan development.
- Specifies difficult-to-reach communities and stakeholders and methods the team will use to meet these individuals and groups appropriately and respectfully.
- Identifies all key partner agencies and community groups, the most appropriate method for engaging each, and the most appropriate time for engaging each during the process.

Throughout the project, the consultant team will also prepare visually appealing graphics and figures to incorporate into intermediate products and the final Safety Action Plan. As part of the regular bi-weekly meetings, Alex Garbier will request feedback on presented materials to identify graphics and figures that speak to staff needs for working with the public and refine those figures to be used in public communication led by staff.



Kittelson public engagement event.

## Identify Appropriate Level of Engagement for Stakeholder Groups

Inform: communication out from project team to public



Who?	How?
Stakeholders who will experience a minor or short-term change from the project or its construction	Use public communication tools like a project website to keep them updated on the project's components and timeline

Involve: Feedback in from public to project team



Who?	How?
Stakeholders who will regularly interact with finished project	Create opportunities around each decision point to deliver feedback and have questions answered

Consult: A cycle of feedback and response between major stakeholders and team



Who?	How?
Stakeholders who will be significantly impacted by the project	Create in-person and virtual opportunities for participation in the problem-solving process; address and incorporate feedback

Collaborate: Project team and essential stakeholders co-create project decisions

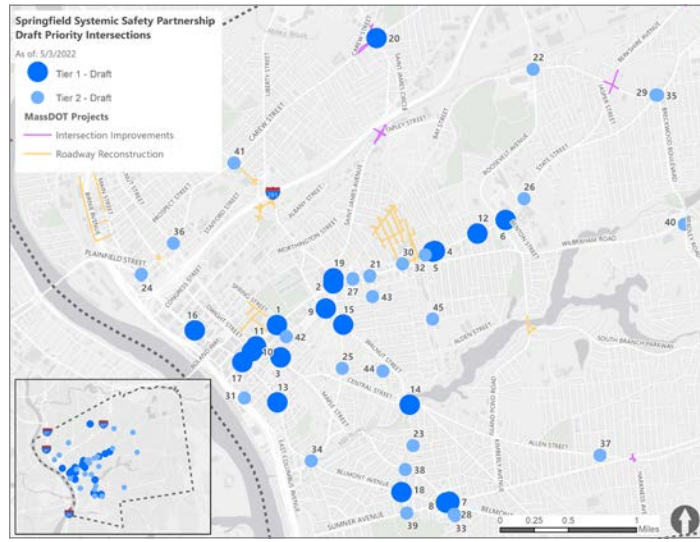


Who?	How?
Stakeholders significantly impacted by the project and whose opinions are critical to the success of the project	Use in-person meetings and direct communication to build consensus; no significant project decisions are made without buy-in from this group

Kittelson leads public engagement trainings for MassDOT's Complete Streets Training series. These trainings highlight the importance of mapping engagement plans with respect to aligning types of stakeholders with the appropriate level of engagement and strategies.



# RELEVANT WORK EXPERIENCE



## Springfield Safety Action Plan | MassDOT | Springfield, MA (Kittelson)

Kittelson holds an on-call design, engineering, and technical support contract with MassDOT in connection with the State's Complete Streets Program. Kittelson helped the City of Springfield develop a Safety Action Plan and apply for an SS4A Implementation Grant. Following a Safe System Approach, the Kittelson team facilitated eight meetings with the City's implementation partners (i.e., MassDOT, fire department, police department, and public schools); identified high-crash, high-risk locations across Springfield; and confirmed priority locations through a field visit. Kittelson also identified engineering and non-engineering countermeasures to address each risk factor and reduce the frequency and severity of crashes at Springfield's high-crash intersections and corridors.

Kittelson developed Springfield's Safety Action Plan and drafted the narrative and relevant forms for Springfield's SS4A Implementation Grant Application. The successful grant application resulted in an award of \$15M for implementing safety improvements across Springfield. Springfield's Safety Action Plan will serve as a model for other Massachusetts localities that work with MassDOT to apply for future rounds of SS4A funding.

**Reference:** Christopher Cignoli, PE | Director of Public Works | City of Springfield | ccignoli@springfieldcityhall.com | 413.750.2808

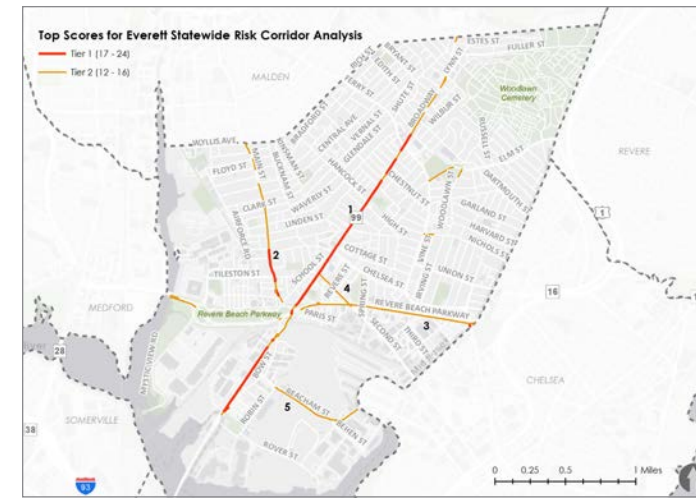
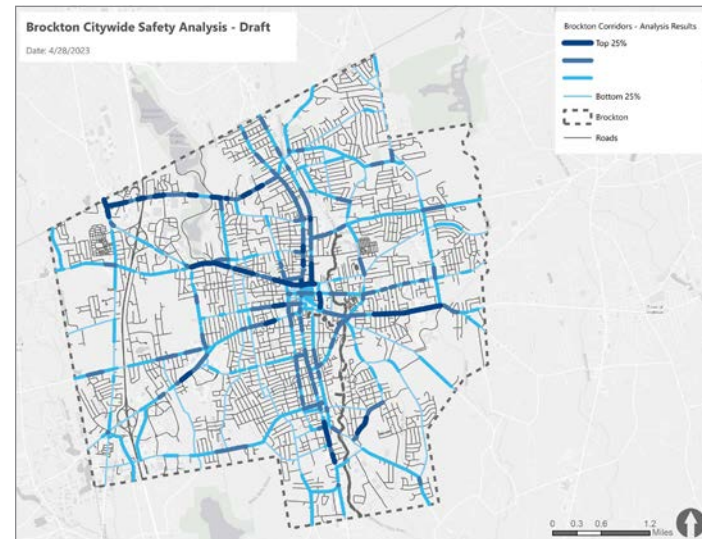
## Brockton Safety Action Plan | MassDOT | Brockton, MA (Kittelson)

Kittelson holds an on-call design, engineering, and technical support contract with MassDOT in connection with the State's Complete Streets Program. Kittelson is helping the City of Brockton develop a Safety Action Plan and apply for multiple SS4A grants.

In partnership with MassDOT, Kittelson is facilitating an in-depth community engagement process that will directly collaborate with and compensate community groups in Brockton, such as the Cape Verdean Association, Family and Community Resources, Father Bill's, MainSpring, Haitian Community Partners, and the NAACP Brockton Chapter, to inform a wide-range of Brockton residents and visitors, as well as gather crucial feedback on the planning process and projects of the Safety Action Plan. The Kittelson team is providing our community partners with print and digital technical information and resources and in-person staff support and safety treatment toolkits to support community engagement that is as comfortable and accessible as possible for the different populations that comprise Brockton.

The Kittelson team is also conducting a data-driven analysis to identify high-crash, high-risk locations across Brockton, facilitating team meetings with the City's implementation partners, drafting a Safety Action Plan that adheres to the USDOT SS4A Self-Certification Eligibility Checklist, and providing grant application support (grant narrative, relevant forms, supplemental information) for the FY 2023 and FY 2024 SS4A cycles.

**Reference:** Michael Trepanier | Trails Program Manager | MassDOT | michael.trepanier@dot.state.ma.us | 857.368.8828



## City of Everett Safety Action Plan | City of Everett | Everett, MA (Kittelson)

In partnership with the City of Everett, Kittelson developed a Safety Action Plan to identify actions for designing safer streets, educating the public, integrating safety efforts across City departments, and taking an equitable approach to enforcement.

To complete this Safety Action Plan, Kittelson analyzed crash and risk data from MassDOT's IMPACT Dashboard, census data, and Interim Guidance for the Justice40 Initiative to take an equitable approach to safety analysis. Targeted solutions included developing a toolbox to provide a menu of safety countermeasures that address bicycle, pedestrian, and vehicle safety.

The plan also included policy and process priorities, like updating Everett's Complete Streets Plan to include a citywide speed management program, establishing a Safety Action Plan Advisory Committee to implement the Safety Action Plan, providing educational announcements related to the dangers of impaired driving, and implementing regular speed trailer deployments.

Following completing the Safety Action Plan, Kittelson supported City staff in applying for federal SS4A Implementation Grant funding.

**Reference:** Jay Monty | Transportation and Mobility Department Director | City of Everett | jay.monty@ci.everett.ma.us | 617.544.6033

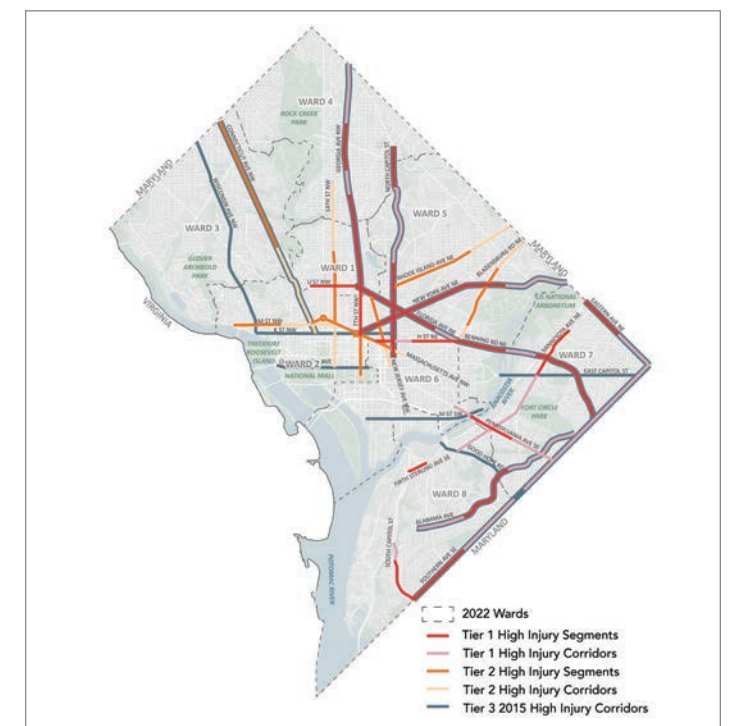
## Vision Zero Conceptual Design Support | District of Columbia DOT | Washington, DC (Kittelson)

**District of Columbia DOT (DDOT) High-Injury Network**  
Kittelson helped DDOT's Vision Zero and GIS groups to update and formalize DDOT's methodology for developing the District's HIN by using previous methods, national best practices, DDOT's goals and equity initiatives and created GIS scripts and methods to streamline the process.

Kittelson worked with DDOT to precisely target locations with a history of more severe crashes. First, Kittelson created a new crash severity weighting system to prioritize corridors with higher severity crashes. Second, Kittelson implemented a "sliding window" method for summarizing crash history in the District. Based on practices defined in the HSM, the approach consists of segmenting roadway corridors based on a desired analysis length (window) and partitioning each corridor into comparable overlapping window segments. Using overlapping segments, rather than summarizing crashes at a corridor level, ensures that the process identifies peak concentrations of crashes.

Kittelson produced clear documentation and conducted workshops with DDOT's GIS team to teach staff about the updated methodology and created a tailored GIS tool for DDOT that automated the "sliding window" methodology, allowing staff to reproduce work more easily for future updates. At the end of the project, Kittelson delivered HIN results for all modes, including bicycle- and pedestrian-related, and motor vehicle-only crashes.

**Reference:** Christine Mayeur | Vision Zero / Highway Safety Specialist | DDOT | christine.mayeur@dc.gov | 202.263.9656



**Billings Urban Area Long Range Transportation Plan Safety Analysis and Implementation Grant; Billings/Yellowstone County MPO; Billings, MT (Kittelsson)**

Kittelsson led the development of the 2023 update to the Billings Urban Area Long Range Transportation Plan (LRTP). The plan update includes vision, goals, objectives, and performance measures around safety, resiliency, mobility, equity and accessibility, and economic vitality. A robust public outreach process with open houses, stakeholder interviews, comment surveys, and workshops with elected officials was used to share and gather feedback on the planning process, goals and objectives, community transportation and safety concerns, and the ultimate project list. The culmination of the LRTP is a project list that addresses transportation mobility and safety for roadway users of all ages and abilities, with a funding plan that extends to 2045. The final LRTP was adopted in July 2023. Of the 415 projects, 20 projects that address SRTS, walkability, bikeability, and equity were put forward as the City of Billings' SS4A Implementation Grant Application. The Kittelsson team collaborated with the Billings MPO's active transportation planner to develop project descriptions, detailed cost estimates, crash reduction estimates, and a compelling grant narrative that were submitted as part of the SS4A FY 2023 cycle.



**NCHRP Research Report 1036: Roadway Cross Section Reallocation: A Guide | NCHRP | Nationwide (Kittelsson)**

Kittelsson and Safe Streets researched how to integrate guidance elements, best practices, and findings from original research into a decision-making framework and guidebook. After conducting practitioner interviews, a literature review, and original research into the operational impacts of roadway reallocation projects, the Kittelsson-led team produced NCHRP Research Report 1036: Roadway Cross Section Reallocation: A Guide and a decision-making spreadsheet tool. This guidance document provides a decision-making framework that can be applied at each stage of the project development process, incorporates transportation and non-transportation outcomes of reallocating cross-sections, uses a performance-based design approach, and includes performance measures to support decisions throughout project development.

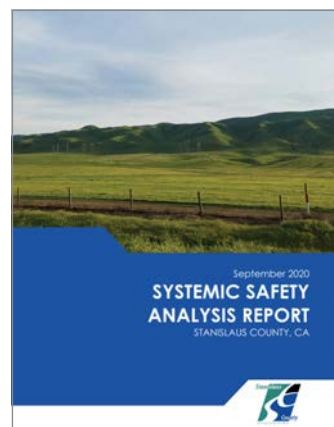
Safe System Approach principles infuse the guidance, and the framework considers outcomes related to transportation, livability, economic and environmental health, equity, and other concerns.

**California Local Safety Plans Experience | Various Locations and Clients in California (Kittelsson)**

Kittelsson has led over 30 local road safety plans and SSAR projects funded by Caltrans. Several of these efforts have been fully compliant with SS4A Action Plan requirements, and all plans have fulfilled most SS4A requirements. These efforts have been undertaken at many different scales and with a variety of stakeholders at city, county, and regional agencies, including the cities of Fremont, San Pablo, and Sacramento; the towns of Colma and Paradise; the counties of Alameda and Tehama; the Tahoe Regional Planning Agency; and the Fresno COG. While tailored to the individual needs of each jurisdiction, these reports all have resulted in each agency developing safety goals, policies, and project priorities, including evaluation of crash patterns and trends, identification of roadway safety emphasis areas, development of jurisdiction-specific countermeasure and strategy toolboxes, and creation of high priority, location-specific, and systemic safety improvement projects with concept designs and cost estimates.

**Stanislaus County Systemic Safety Analysis Report | Stanislaus County | Stanislaus County, CA (Kittelsson)**

Stanislaus County pays a significant amount in claims/litigation related to traffic safety issues annually. The County's goal for this project was to identify deficiencies and needs it wouldn't otherwise recognize. Kittelsson was hired to perform a SSAR for the county. An SSAR is a proactive safety approach that evaluates an entire roadway network using a defined set of criteria. Kittelsson collected extensive roadway and intersection attributes and created a tool for network screening using a locally calibrated version of the HSM predictive models. The tool combines an interactive web-based dashboard interface with a custom geospatial analysis toolbox built in Python. The web tool provides an intuitive interface for selecting the geographic analysis location, selecting filters on roadway and intersection characteristics, and setting crash characteristics to include in the analysis. Once the Python toolbox has dynamically computed the historical and predictive metrics, the results are visualized on the tool's map interface to help the county view areas of concentration and identify strategies for future systemic and capital projects. The project work positioned Stanislaus County to win \$8.4M in HSIP funding for roadway striping and improvements at 12 unsignalized intersections.



**Nantucket Downtown Parking Program | Town of Nantucket | Nantucket, MA (Nelson\Nygaard)**

As in most bucolic seaside destinations, the inhabitants and government stakeholders of the island of Nantucket find themselves compelled to protect the island's charms from the impacts of both its tremendous appeal to mainland populations and the modern transportation means that make the island more accessible. This is a challenge during the summer when tourists and vacation-home owners increase the Town of Nantucket's population from 10,000 to approximately 60,000.

During this busy season, the Town encourages visitors to limit their use of cars by providing a seasonal shuttle transit system. There are also miles of town-maintained bike paths, and the downtown is highly walkable. Yet, as pointed out in several studies, the combination of modern travel sensibilities and a lack of demand-responsive parking management practices were working against reducing the impact of local vehicle trips on the historic downtown.

In 2010, Nelson\Nygaard was hired to identify possible modern parking management solutions to help support transit and other multimodal investments by minimizing the disruptive impacts of personal vehicles competing for a limited parking supply. The study presented various options identified as possible parking management strategies for use in Nantucket and placed these various options in a context that helped citizens and civic leaders decide on the policies that best fit the needs of the Town.

Based on public outreach results identifying parking strategies appropriate for meeting Nantucket's unique needs and goals, Nelson\Nygaard assembled a potential parking management package ranging from valets to in-car meters. The initial results prompted the Town to develop a parking management program with Nelson\Nygaard's assistance. The first pilot, a remote valet parking operation, began in the summer of 2011. The new solutions to the island's parking and traffic challenges will help protect the historic charm of downtown Nantucket.

**Hoboken Vision Zero Action Plan | City of Hoboken | Hoboken, NJ (Nelson\Nygaard)**

The City of Hoboken, situated in northeastern New Jersey and across the Hudson River from New York City, is the fourth most densely populated municipality in the United States. With its population growing by 41% during the last two decades, the city has been able to establish itself as a regional center since 2000. It was announced in January 2019 that Mayor Bhalla had launched an initiative called Vision Zero, which aims to eliminate all traffic-related injuries and deaths by 2030. The establishment of the City's Vision Zero initiative came at the same time that Hoboken was completing the development of a Complete Streets Design and Implementation Plan, which included a Street Design Guide, updated Complete Streets policy and ordinance as well as a checklist to assess the compliance of redevelopment, street reconstruction, and maintenance projects to Complete Streets. It was announced in 2023 that the City had gone nearly four years without a fatality or serious injury collision.



### Block Island Transportation Safety Study | Town of Block Island | Brock Island, RI (Nelson\Nygaard)

Arriving at Block Island on summer weekends, visitors disembark at an urban-natured commercial port that turns over hundreds of ferry passengers hourly. However, the bustle of activity drops off quickly, and vehicles travel at higher speeds on more rural-natured roadways that pass by rolling farmland and single-family homes that dot the island. The 2016 Comprehensive Plan states that improving travel safety is a major priority of the Town of Brock Island, yet the strategies for resolving this problem have not been fully identified, let alone prioritized. On an island that rarely otherwise experiences vehicular or pedestrian incidents, from 2015 to 2020, there were 112 moped incidents that needed emergency system response.

The design speed and character of Block Island’s roadway system required serious examination to ensure a safe, low-stress experience can be shared for years to come. Respect Block Island engaged Nelson\Nygaard to support an objective investigation into roadway safety. Because a systematic study of the level and nature of roadway use has never been conducted, Nelson\Nygaard led a data collection training for 20 volunteers to assist with roadway user count collection in the field to get an initial understanding of use patterns. The project team also met with officials from the Block Island Medical Center and Police Department to understand their observations, concerns, and constraints regarding safety response.

Based on the findings from this initial study, Nelson\Nygaard delivered a summary of patterns and potential opportunities with a recommendation for conducting a deeper study focused on community engagement, count collection, and design recommendations to evolve concepts for shoulder treatments as part of a “slow roads” philosophy and approach. Engaging residents and visitors around their feelings and experiences about on-island travel will be of utmost importance to creating sustainable safety for all, encouraging a culture of sharing the roads, and reflecting user needs and the island’s unique character



### Kelley Boulevard Area Vision Plan | The Towns of North Attleborough and Plainville | North Attleborough and Plainville, MA (DREAM | Kittelson)

DREAM has partnered with Kittelson to assist the towns of North Attleborough and Plainville under the Massachusetts Housing Partnership Complete Neighborhoods and Communities assistance program.

The team is evaluating a suburban area spanning both towns, characterized by a low-intensity mix of housing, commercial, and industrial uses, with extensive surface parking and few pedestrian amenities. This project will assess the area’s future housing potential, consider placemaking opportunities, work with the community to create a desired vision for the area and identify the transportation/mobility and infrastructure improvements necessary to support that future vision. Future housing in the study area may also help both towns comply with the state’s 3A MBTA Communities requirement. DREAM is providing zoning and urban design expertise to re-imagine this important crossroads as a new neighborhood center that will elevate the quality of life of current and future residents. DREAM is helping with a public engagement process that solicits community and business owner feedback.

The resulting high-level blueprint or vision will serve as a master plan that addresses several key objectives:

- Prepare a future conceptual land use plan based on existing and anticipated development to inform transportation needs for the study area.
- Consider ways to enhance and create connections for walking, biking, transit users, and drivers to key destinations within the study area.
- Examine the potential for public realm improvements, such as enhanced sidewalks and pocket parks, to help create a sense of place.
- Develop recommended policies and/or regulatory changes to guide and encourage future housing development in the study area.

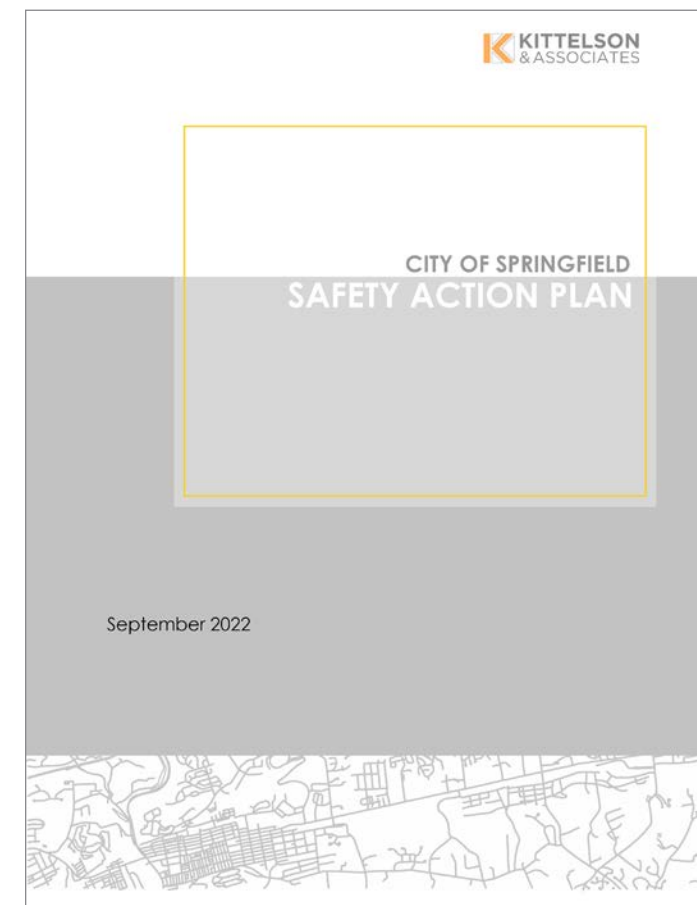
### MassDevelopment House Doctor Urban Planning Projects | Various Locations and Clients in Massachusetts (DREAM)

DREAM has worked with MassDevelopment on five different projects throughout Massachusetts under a “house doctor” contract for urban design and planning services. All five projects share the common themes of improving accessibility, amenities, and the public realm and bringing more activity and vibrancy to an underutilized area to benefit the wider community.

- In **Taunton**, DREAM conducted two different site reuse projects, one downtown and one in a rural/suburban environment. Both projects provide a strategy to develop long-vacant parcels with new housing, providing numerous benefits to the surrounding neighborhoods.
- In **North Adams**, DREAM created a strategic plan for Heritage State Park to rehabilitate, brand, market, and activate the site for local connections, preservation, arts and culture integration, and new partnerships and revenue streams.
- In **Falmouth**, DREAM provided conceptual-level architectural assistance to support master planning of an area around a transit center. Improvements considered traffic flow, parking and safety improvements, multimodal transit opportunities, bike path connections, and opportunities for a mixed-use transit-oriented development to address the current lack of affordable housing for both seasonal and year-round residents.
- In **Lynn**, the scope of work included a site feasibility study for nine parcels affected by pollution from a former dry cleaner and laundry operation. DREAM helped Lynn understand what type of land uses, yield, and open space amenities could be possible across these sites to further advance the community’s goals of increasing affordable housing and green space opportunities.



## SAMPLE WORK



### Springfield Safety Action Plan | MassDOT | Springfield, MA (Kittelson)

The Springfield Safety Action Plan:

- SS4A Action Plan Requirements
- Systemic Safety Analysis
- High Crash Location Analysis
- Safety Counter-Measures
- Performance Monitoring
- Community Engagement
- New England Experience

[You can view the Springfield Safety Action Plan PDF here.](#)

Alternatively, a PDF file is available on the provided flash drive in this proposal submission package.

## ALEX GARBIER | SENIOR ENGINEERING ASSOCIATE



Alex Garbier's work focuses on the intersection of engineering and planning. Since joining Kittelson in 2018, Alex has contributed to several safety analysis projects, corridor studies, and freight management plans. He is adept at distilling large datasets into succinct findings and producing clear and appealing visualizations. Alex brings a unique set of skills—developed through prior work in government budgeting—for considering the impact of transportation projects.

### PROJECT EXPERIENCE

#### Montana Department of Transportation, Intersection Systemic Safety Analysis, MT.

Kittelson conducted a comprehensive analysis of unsignalized rural intersections throughout the State Highway System to screen and prioritize intersections for low-cost systemic treatments. Alex led the construction of a statewide intersection dataset that incorporated Montana DOT data and intersection characteristics (generated by Kittelson and a system-wide analysis) to identify intersection characteristics associated with higher crash risk. Based on this work, sites were prioritized for low-cost systemic treatments.

#### Stanislaus County Systemic Safety Analysis Report and Local Road Safety Plan; Stanislaus County, CA.

Kittelson developed a Systemic Safety Analysis Report, Local Road Safety Plan, and safety analysis tool for Stanislaus County. The team collected roadway and intersection attributes and developed a tool to perform network screening using a locally calibrated version of the *Highway Safety Manual* predictive models. The tool allows the County to identify strategies for systemic and capital improvement projects related to various areas of concentration. Along with developing the tool, the Kittelson team identified a list of initial projects to be considered for safety improvements, recommended education and enforcement strategies to improve roadway safety, and prepared materials for grant applications to obtain funding through HSIP Cycle 10. Alex worked with stakeholders and the consultant team to create a Python script to automate a process for spatially evaluating crashes on a road network and generating performance metrics. The script uses open-source packages and works with an interactive webpage to allow County staff to conduct customized crash analyses.

**DDOT High-Injury Network Methodology, Washington DC.** Kittelson conducted a review of the District Department of Transportation's (DDOT) existing methodology for creating its high-injury network (HIN) and recommended a set of changes to formalize the process, which helped target highest-severity locations. The updated methodology also added steps to meet District geographic equity goals. Based on the recommendations, Kittelson created a process document and produced an updated set of HIN maps for all reported crashes as well as networks specific to pedestrian-involved, bicycle-involved, and motor-vehicle-only crashes. Kittelson then led a set of training presentations for the updated process and worked with staff to increase the documentation's clarity. Alex led the process updating, which included walking staff through critical decisions.

#### Fresno COG Regional Transportation Safety Improvement Plan; Fresno County, CA.

Kittelson worked with the Fresno Council of Governments (COG) to prepare a comprehensive regional safety plan aligning Fresno COG's efforts and resources toward a common vision with its 14 member agencies. Kittelson's tasks included analyzing crash patterns and safety performance across Fresno County's roadways and intersections, identifying safety countermeasures to address the most common crash types and patterns for each mode and context (urban, rural, small town), preparing a transportation safety education program to establish safety campaigns for specific audiences and crash patterns identified through the Existing Conditions Report, and creating an implementation plan tied to available funding sources to help the region achieve its safety goals.



**Yellowstone County Systemic HSIP, Yellowstone County, MT.** Kittelson conducted an analysis of intersection characteristics and crash history at 14 intersections in Yellowstone County. Based on the analysis, Kittelson identified appropriate low-cost safety countermeasures to systemically improve safety in the area. Alex contributed to the technical analysis for identifying crash trends and identifying sets of locations where similar treatment packages could be applied.

**TRPA Lake Tahoe Region Safety Strategy/Systemic Safety Analysis Report; Lake Tahoe Area, CA/NV.** Kittelson conducted a safety analysis of the Lake Tahoe region to identify priority safety improvement locations and systemic risk factors across the region. The analysis was folded into a broader Lake Tahoe Region Safety Strategy identifying opportunities to improve coordination between jurisdictions, standardize crash data from the two state databases within the region, and standardize design volume analysis methods for the region based on a collaborative project development team process. For the highest-priority safety improvement locations, the Kittelson team developed 30% design plans and HSIP applications for the most competitive projects to help the region secure funding for improvements. Alex performed crash data analysis to prioritize locations for improvements and supported the development of project proposals and grant materials at select priority locations.

**Fremont Systemic Safety Analysis Report Project; Fremont, CA.** Kittelson completed a safety analysis to identify risk factors and potential systemic treatments for improving safety in the City of Fremont. The work specifically considered the City's commitment to Vision Zero by mitigating risk comprehensively across the city. Alex performed crash analysis to identify existing trends and risk factors. He also completed field work and spatial analysis to identify prospective locations for treatment. Alex paired the crash analysis with a review of transportation infrastructure in Fremont to inform the relationship between design characteristics and safety outcomes.

**Clark County Safety Management Program, Clark County, WA.** Kittelson conducted a safety analysis to identify risk factors based on crash history and roadway characteristics data. Based on the risk factors identified, Kittelson developed a toolbox of appropriate treatments, a prioritization framework for identifying the highest-priority systemic safety project locations, and a set of project packages to show how to apply treatments at high-priority locations. The completed work informs a Systemic Safety Improvement Program (SSIP) for improving safety on County-maintained roads. Alex performed crash data analysis for the project and developed methods for efficiently and systematically identifying where risk factors are present on the roadway network. He used ArcGIS to spatially join roadway characteristics to crash data. The augmented crash data was then analyzed to identify roadway features correlated with a greater number or a greater severity of crashes. After identifying the roadway features, Alex created separate methodologies to implement in ArcGIS that systematically identified and prioritized locations where features were present in the county. This included a method for identifying rural segments where curves and changes-in-grade are a risk. Throughout the project, Alex participated in meetings with County staff to communicate methods and findings.

**Oakland DOT Foothill Boulevard Pedestrian Safety Study; Oakland, CA.** The Foothill Boulevard corridor was one of Oakland's priority corridors for safety improvements. Following a pedestrian fatality, the City engaged Kittelson to analyze corridor conditions and identify near-term improvements to address uncontrolled crossings and lighting conditions. Kittelson's tasks involved analyzing crash data, completing field evaluations of existing conditions (including lighting) evaluating the feasibility of pedestrian hybrid beacon and rectangular rapid-flashing beacon treatments, recommending different street cross sections, prioritizing recommended improvements, and supporting City staff in community outreach activities.



## JULIET WALKER, AICP | PRINCIPAL PLANNER



Juliet is a community planner with expertise in land-use management and regulation, development review, community development, and multimodal transportation. She has worked with communities throughout New England and is skilled at managing and coordinating multi-disciplinary teams and complex projects. Juliet draws on her public sector experience to provide clients with strategic guidance to achieve desired outcomes. She brings perspective from her years staffing municipal boards and committees, chairing a regional public transportation agency, and collaborating with regional and state transportation agencies. Juliet's enthusiasm for helping communities implement transformative and systemic changes to build a more equitable and sustainable future also extends to her activities outside of work, including serving as an elected member of the School Committee in her hometown.

### PROJECT ROLE

Project Principal

### EDUCATION

- MRP, Regional Planning, University of Massachusetts Amherst
- BA, International Relations/French, University of Pennsylvania

### YEARS OF EXPERIENCE

21

### LICENSES/CERTIFICATIONS

American Institute of Certified Planners (#025651)

### PROJECT EXPERIENCE

**Federal Grant Application Support; Various Communities and Agencies.** Juliet regularly assists clients in identifying and positioning for state and federal grant funds, and, recently, she has assisted several communities and agencies with discretionary grant applications for programs funded through the Bipartisan Infrastructure Law including: SS4A planning and implementation grants for Everett and Pittsfield, MA and Billings, MT; Charging and Fueling Infrastructure (CFI) grant for Oregon's DOT; and a RAISE grant for Carlton, Oregon.

**Everett Safety Action Plan; Everett, MA.** In partnership with the City of Everett, Kittelson led the development of a Safety Action Plan to identify actions for designing safer streets, educating the public, integrating safety efforts across City departments, and taking an equitable approach to enforcement. To complete this Safety Action Plan, Kittelson analyzed crash and risk data from MassDOT's IMPACT Dashboard, census data, and Interim Guidance for the Justice40 Initiative to take an equitable approach to safety analysis. Targeted solutions included developing a toolbox to provide a menu of safety countermeasures that address bicycle, pedestrian, and vehicle safety. The plan also included policy and process priorities, like updating Everett's Complete Streets Plan to include a citywide speed management program, establishing a Safety Action Plan Advisory Committee to implement the Safety Action Plan, providing educational announcements related to the dangers of impaired driving, and implementing regular speed trailer deployments. Following completion of the City's Safety Action Plan, Kittelson produced a targeted safety plan for the Commercial Triangle, a neighborhood where significant growth and development is anticipated. For the Summer 2023 funding round, Kittelson assisted the City with an application for a federal Safe Streets and Roads for All implementation grant. Juliet was Kittelson's project manager.

**Massachusetts Shared Streets & Spaces; Statewide, MA.** Kittelson provided technical assistance to municipalities for applications to MassDOT's Shared Streets & Spaces quick-build COVID-relief grant program. Since June 2020, the \$26.4M grant program has provided grants ranging from \$5,000 to \$300,000 to cities and towns across the state to quickly implement transportation and public realm projects that support physical distancing and economic recovery during the COVID-19 pandemic. Through funding provided by the Barr Foundation, Kittelson provided planning and design services to help 12 municipalities win over \$1.6M in competitive grant funding for quick-build bike lanes, bus lanes, pedestrian crossings, expanded pedestrian zones, traffic calming projects, and outdoor dining areas. During the latest round of funding in early 2022, Juliet provided communities with technical assistance on project scoping, cost estimating, and conceptual design development.



**Kelley Boulevard Area Plan; North Attleboro and Plainville, MA.** Kittelson is working with the towns of North Attleboro and Plainville with funding provided by the Massachusetts Housing Partnership's Complete Neighborhoods Program to develop a plan for the neighborhoods surrounding Kelley Boulevard (Route 152) near the intersection with Route 106. This project will provide a future master plan to guide how people will move around and through the study area and recommend policies and standards to guide and encourage future mixed-use development. Kittelson will illustrate key design concepts through rendered plan view drawings and develop typical sections to show street design elements and typical dimensions for various zones. The project deliverables also include drafting of proposed policies and potential zoning and land use regulation changes with accompanying model language. Juliet is the project principal for this project.

**Bowdoin Geneva Transportation Action Plan; Boston, MA.** Kittelson worked with the Boston Transportation Department (BTD) to engage with community members and stakeholders to develop recommendations for traffic calming measures and other transportation improvements for the Bowdoin-Geneva sub-neighborhood of Dorchester. The project goals were to conduct a community process that was equitable, responsive, efficient, and transparent in order to identify measures to reduce the number and severity of traffic crashes, control the speed of vehicles traveling along local streets, and improve the real and perceived safety for people who walk, bike, and live along the study area streets. The team developed recommendations that focus on design solutions that improve safety and comfort for people who walk or bike; improve traffic and transit operations; and reduce traffic speeds and cut-through traffic. Juliet was Kittelson's project manager for this project. Kittelson is continuing to support BTD with the implementation phase of this project.

**Route 107 Complete Street Design; Lynn and Salem, MA.** Kittelson is part of a team preparing plans for MassDOT to reconstruct a 3 mile section of state Route 107 (Highland Avenue) extending between Eastern Avenue in Lynn to the intersection with Boston Street and Essex Street in Salem. The goal of this project is to improve the roadway cross section to provide separated facilities for bicyclists, improve and extend facilities for pedestrians, improve safety and comfort for all travelers, and design a roadway that is compatible with the community's future vision for the corridor as a vibrant and connected part of the City. Kittelson is responsible for traffic evaluation and operations analysis, road safety audit, intersection control evaluations, and preparation of the Functional Design Report for this project. Kittelson is also playing a lead role in concept development and alternatives evaluations, applying our complete streets experience and roundabout design expertise to all aspects of the project. Kittelson goal is to ensure a project outcome that emphasizes active and safe multimodal transportation that is cost-effective to manage, operate, and comfortable for all users. Juliet is the project manager for this multi-year project.

### PREVIOUS POSITIONS

**City of Portsmouth, New Hampshire, Planning Department.** As the City's Transportation Planner, Juliet coordinated transportation and infrastructure planning and design initiatives and funding applications and proposals to implement transportation projects. She oversaw the development of the City's first **Bicycle and Pedestrian Master Plan**, implemented the City's wayfinding system, facilitated the roll out of the City's first bike share program, and directed Safe Routes to School initiatives. Juliet coordinated with NHDOT and the regional planning commission on regional transportation improvement projects, designed and implemented a **Neighborhood Traffic Calming program** for the City, and initiated and managed the development of the City's **Complete Streets Design Guidelines**. She was responsible for achieving Walk Friendly Community (Silver Level 2019) and Bicycle Friendly Community (Bronze Level 2015 and 2019) designations on behalf of the City. As Planning Director, Juliet managed and administered the Planning and Community Development Departments for the City, overseeing nine staff responsible for carrying out a wide range of comprehensive and strategic planning functions. She served as the City's representative and Vice Chair of the regional public transportation agency's Board of Directors (COAST) and was responsible for the annual update and review of the City's Capital Improvement Plan as well as departmental budget preparation.



## RADU NAN, PE, RSP<sub>1</sub> | ASSOCIATE ENGINEER



Radu Nan, PE, RSP1, is a skilled project manager with a diverse background in traffic engineering, safety evaluations, and final design. His expertise spans all aspects of the project delivery stages, from initiation to construction documentation. Radu leads multimodal traffic analyses; road safety evaluations and countermeasure planning; and facilities design for people walking, biking, or driving. His project work includes signing and pavement making plans, intersection traffic control evaluations, Functional Design Reports, and neighborhood traffic calming construction plans. As the Engineer of Record on multimodal construction projects, Radu balances the constructability constraints with the traffic needs of every unique site without compromising safety or public right-of-way access for vulnerable users.

### EDUCATION

BS, Civil Engineering  
Information Technology,  
Rensselaer Polytechnic  
Institute

### YEARS OF EXPERIENCE

18

### LICENSES/CERTIFICATIONS

- Professional Engineer: MA (#53256), AZ (#52014), FL (#70732), MD (#50857), PA (#PE086548), RI (#14978), VA (#0402058343)
- Road Safety Professional 1 (#742)

### AFFILIATIONS

- American Society of Civil Engineers, Member
- Association of Pedestrian and Bicycle Professionals, Member

### PROJECT EXPERIENCE

**Systemic Safety in High Crash Cities-Springfield Safety Action Plan; Springfield, MA.** Kittelson holds an on-call design, engineering, and technical support contract with the Massachusetts Department of Transportation (MassDOT) in connection with the State's Complete Streets Program. Radu provided safety expert and design support for a task to help the City of Springfield, MA develop a Safety Action Plan and apply for a Safe Streets and Roads for All (SS4A) Implementation Grant. Following a Safe System Approach, the Kittelson team facilitated eight meetings with the City's implementation partners (i.e., MassDOT, fire department, police department, public schools), identified high-crash, high-risk locations across Springfield, and confirmed priority locations through a field visit. Kittelson also identified engineering and non-engineering countermeasures to address each risk factor and reduce the frequency and severity of crashes at Springfield's high-crash intersections and corridors. Springfield's Safety Action Plan will serve as a model for other Massachusetts localities who work with MassDOT to apply for future rounds of SS4A funding.

**Boston Traffic and Safety Design On-Call—311; Boston, MA.** Kittelson is helping the City of Boston Transportation Department review and propose solutions to constituent safety concerns identified in Boston's 311 system. Radu coordinated multiple teams of junior staff to break down reported traffic safety concerns, perform site visits, determine signing and pavement marking solutions, and design installation plans for quick implementation. Post construction, Radu also met with city staff and constituents in the field to evaluate the effectiveness of the treatments and recommend adjustment to future permanent installations.

**Bowdoin Geneva Transportation Action Plan; Boston, MA.** Kittelson is working with the Boston Transportation Department (BTD) to develop traffic calming measures and other transportation improvements for the Bowdoin-Geneva sub-neighborhood of Dorchester. The project goals are to conduct a community process that is equitable, responsive, efficient, and transparent to identify measures that will reduce the number and severity of traffic crashes, control the speed of vehicles traveling along local streets, and improve the real and perceived safety for people who walk, bike, and live along the study area streets. Radu is the engineer of record supervising junior staff's designs and quality of work. Radu also applies his understanding of city streets design to deliver solutions focused on safety and livability.

**City of Boston Neighborhood Slow Streets; Boston, MA.** Kittelson holds an on-call contract with the City of Boston in support of its Neighborhood Slow Streets Program to develop innovative approaches to traffic calming. The program's goal is to reduce the number and severity of crashes on residential streets, lessen the impact of cut-through traffic, and add to the quality of life in



**KITTELSON**  
& ASSOCIATES

neighborhoods. Radu is the Engineer of Record for this project, leading the development of street interventions and physical improvement details. He works closely with both planners and engineering assistants to develop solutions that meet the community's needs and are affordable and quick to deploy. Radu uses his 3D design skills and knowledge of the construction process to inform the team's solutions. Boston features many legacy intersection layouts with large paved sections, poorly-defined traffic rules, and long pedestrian crossings. Most intersection solutions reclaimed paved intersection areas with new curb installations that create predictable traffic flows and shorten pedestrian exposure to vehicles.

**Mystic Avenue at Shore Drive Safety Countermeasures; Somerville, MA.** The City of Somerville is designing safety countermeasures at the intersection of Mystic Avenue/Route 38 and Shore Drive. This site experienced repeated and tragic crashes between cars and people walking and is one of few crossing opportunities under the Northeast Expressway (I-93). Kittelson prepared construction plans that include curb extensions, directional pedestrian ramps, traffic signal modifications, and updated pavement markings and signs. Radu lead the design and assisted the City staff through the review and approval process from MassDOT District 4.

**Westfield Main Street Pedestrian and Bicycle Design (PN 610536); Westfield, MA.** Radu is the project principal for this sidewalk gap study and design along Main Street (US 20), in the City of Westfield, Massachusetts. Radu is coordinating the project management activities with the MassDOT HQ project manager and is allocating Kittelson resources to this project. Radu is also coordinating the data collection, environmental documentation, and structural design activities with three subconsultants. He focuses on developing and maintaining realistic schedules that are up-to-date and account for external coordination factors, such as city outreach and utility coordination. Radu also sets a high bar for deliverable quality and uses a continuous checking system to track and address issues before submission milestones.

**Massachusetts Quick-Build Street Design; Statewide, MA.** Kittelson is providing technical assistance to municipalities for applications to MassDOT's Shared Streets and Spaces grant program. Radu provided senior design reviews for all Kittelson-led quick-build implementations. He guided the materials and project cost estimate process and provided constructability reviews for the temporary installations. Radu directly led two town grant applications. The solutions proposed include two Safe Routes to School crosswalk enhancements with median refuge islands, a bike-ped crosswalk combination with a rectangular rapid flashing beacon (RRFB) installation, and a two-way protected bike lane installation. He has also served as the project engineer overseeing concept development for Lynn, Medford, Sterling, and West Stockbridge. Kittelson developed plans for exclusive bus lanes along Common Street in Lynn, and peak hour bus lanes along Mystic Avenue in Medford and Somerville. The plans included pavement markings and signs to establish the new bus lane designations and address conflicts with general traffic.



**KITTELSON**  
& ASSOCIATES

## RACHEL GROSSO, AICP | PLANNER



Rachel Grosso is a passionate planner with technical experience in planning, operations, and design for active transportation, safety, and transit projects, with a focus on universal design, Complete Streets, and environmental sustainability. Rachel focuses on solving transportation challenges with innovative, equitable, and sustainable solutions.

### PROJECT EXPERIENCE

**Springfield Safety Action Plan & SS4A Implementation Grant; Springfield, MA.** To address high risk areas, Kittelson assisted city of Springfield in developing a Safety Action Plan that qualified the community for SS4A Grant Program funding. Using Highway Safety Improvement Program (HSIP) data, raw crash data, and MassDOT roadway risk screening data, Rachel collaborated with multiple agency stakeholders and community groups to identify priority areas through a GIS screening. These priority intersections and corridors were then evaluated to recommend systemic safety improvements, most of which address pedestrian, bicycle, and transit rider safety. Following the completion of the Plan, Rachel assisted the City of Springfield in the development of an Implementation Grant Application for the FY 2022 funding cycle. **Springfield was awarded a \$15M Safe Streets and Roads for All Implementation Grant from the Federal Highway Administration in February 2023.**

**Billings Safe Streets & Roads for All Grant Application-Implementation; Billings, MT.** To address high-crash areas, improve walking and biking connections to elementary schools, and work towards the goal of zero traffic fatalities and serious injuries, the City of Billings assembled an SS4A grant application for implementation funding as part of the FY 2023 cycle. Kittelson, building on the safety analyses included in the Billings Long Range Transportation Plan, assisted Billings through the creation of a GIS-based High Injury Network, project list, supplemental budget, and grant narrative. Rachel led the development of the grant application.

**Brockton Safety Action Plan & SS4A Implementation Grant; Brockton, MA.** Building from the success of Springfield, Kittelson is currently collaborating with the City of Brockton in developing a Safety Action Plan to qualify for Safe Streets and Roads for All Grant Program funding. Through a refined GIS screening, and with input from a strong group of stakeholders and agencies, Rachel is working to identify priority intersections and corridors and recommend systemic safety improvements to create streets for people of all ages and abilities. The Brockton Safety Action Plan will be completed in Spring 2024, and Rachel will lead the development of a competitive application for implementation funding in the SS4A FY 2024 cycle.

**Pittsfield Safe Streets & Roads for All Grant Application-Planning; Pittsfield, MA.** Following the completion of their Bicycle Plan, the City of Pittsfield requested Kittelson's assistance in assembling an SS4A grant application to conduct additional safety-related planning and demonstration activities as part of the FY 2023 funding cycle. For this effort, Rachel developed a compelling grant narrative that incorporated relevant data, with a special focus on environmental justice communities in Pittsfield and the anticipated benefits associated with the proposed Complete Streets improvements.

**Kalispell US 93 Corridor Safety Action Plan & Concept Design; Kalispell, MT.** Kittelson is currently collaborating with the City of Kalispell and the Montana Department of Transportation in developing a Safety Action Plan to qualify for Safe Streets and Roads for All Grant Program funding. Rachel is serving as deputy project manager, and is coordinating the data analysis, community engagement, and conceptual design for the US 93 corridor through Kalispell. The creation of Kalispell's High Injury Network will focus on high-crash areas connecting to the Main Street/US 93 corridor, to identify systemic safety improvements to create safe and accessible streets for people of all ages and abilities. The Kalispell Safety Action Plan will be completed in Summer 2024, and the Kittelson team will continue to design concepts for the US 93 corridor. Rachel will lead the development of a competitive application for implementation funding for these concepts in the SS4A FY 2025 cycle.

**NCHRP 15-78: Impacts of Roadway Reallocation; National.** Kittelson led this research project, which investigated the impacts of roadway reallocations (also known as road diets) and best

practices for implementing them. NCHRP Report 1036 outlines these findings, establishes a decision-making framework for street space allocation, and provides recommended minimum widths for safe facilities. These key takeaways are combined into a publicly available spreadsheet tool. For this project, Rachel led the transportation impacts analysis, using Streetlight data to calculate travel time and traffic volume changes before and after implementation for ten cases studies in United States cities. These case studies analyzed the economic, safety, and transportation impacts of reallocating roadway space from vehicular lanes to bicycle lanes, wider sidewalks, or transit improvements across the US.

RACHEL GROSSO, AICP | Planner  
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## CASEY AUCH | PLANNER



Casey is a passionate planner dedicated to connecting communities through safe and sustainable mobility options. She earned a master's degree in urban and environmental policy and planning and a spatial analysis certificate from Tufts University, where she researched built environment barriers to bike share demand by women. Prior to joining Kittelson, Casey worked on a variety of East Coast projects, including transportation equity analyses, parking and transit studies, and transportation demand management.

### PROJECT EXPERIENCE

**Gateway Cities Training; Statewide, MA.** In partnership with the Barr Foundation, Kittelson is developing a training program for municipal planners and engineers in Massachusetts' Gateway Cities to teach urban street design concepts based on NACTO principles. Casey is supporting the stakeholder outreach and content development for the training plan.

**Signal Timing Optimization; Washington, DC.** Kittelson is leading the evaluation of bus and bike priority intersections for the DDOT Signal Timing Optimization.

**Trail Evaluation Support; Statewide, MA.** Kittelson holds an on-call design, engineering, and technical support contract with the Massachusetts Department of Transportation (MassDOT) in connection with the State's Complete Streets Program. For this task, Kittelson is helping MassDOT to update its trail evaluation methodology. As a project planner, Casey developed a tool using ArcGIS ModelBuilder to implement the evaluation process.

**Route 107 Lynn-Salem CS Design; Salem, MA.** In partnership with MassDOT and team, Kittelson is redesigning Route 107, which runs through Lynn and Salem, Massachusetts, with a complete street design. The project will produce 25% plans for the corridor that will include separated bike lanes and improved facilities for people walking. As a transportation planner, Casey analyzed intersection operations.

**Columbus Avenue Parking Study; Boston, MA.** Kittelson provides on-call services to the Boston Transportation Department (BTD). As a project planner, Casey processed parking information and analyzed the parking utilization along Columbus Avenue.

**MassDOT Mobility Dashboard, Statewide, MA.** The MassDOT Mobility Dashboard is an interactive web-based app that compiles and visualizes key indicators that reflect how people are traveling and where they are going. In her role at MassDOT, Casey performed weekly updates to the MassDOT Mobility Dashboard using Python scripts and Tableau to offer insights into traffic volumes and transit ridership across the Commonwealth. *\*Previous employment*

**Beyond Mobility; Statewide, MA.** Beyond Mobility, Massachusetts's statewide long-range transportation plan, aims to guide transportation decision-making and investments in Massachusetts in a way that advances MassDOT's goals and maximizes the equity and resiliency of the transportation system. In her role at MassDOT, Casey conducted an equity analysis of transportation impacts using GIS and developed an index score to measure how the transportation system contributes to a given community's quality of life. Casey also provided research, report writing and public engagement support to the project. *\*Previous employment*

### EDUCATION

- MA, Urban and Environmental Policy and Planning, Tufts University
- BA, English, University of North Carolina at Wilmington

### YEARS OF EXPERIENCE

4

### AFFILIATIONS

- Young Professionals in Transportation, Boston Chapter, Member



**Massachusetts Freight Plan; Statewide, MA.** The Massachusetts Freight Plan offers a short and long-term vision for Massachusetts's freight system. For this project, Casey prepared findings from past studies, plans, and reports and drafted technical copy for the plan's sections about e-commerce and freight decarbonization. She also developed questions for peer state interviews. *\*Previous employment*

**Downtown Parking Study; Saco, ME.** The City of Saco conducted a parking study to address parking concerns and seek policy and program recommendations. In support of this project, Casey compiled and analyzed 48 hours of parking data from video to understand parking behavior in an area with high perceived demand. For the final report, Casey also produced GIS mapping of the City's parking inventory and utilization. *\*Previous employment*

**goDCgo; Washington, DC.** goDCgo is the District of Columbia's award-winning Transportation Demand Management (TDM) program. As goDCgo Residential Program Manager, Casey provided TDM recommendations to 154 multi-family residential buildings and increased program participation by 29 percent in 12 months through public outreach. To advance residential TDM efforts across the District, she developed resources such as toolkits, success stories, and blog posts about goDCgo's programs and DC's sustainable transportation options. Casey also created new monthly reports and streamlined data entry practices to enhance program insights. *\*Previous employment*



## SONJA BOET-WHITAKER | SENIOR PLANNER



Sonja is a dedicated urban planner with over a decade of experience developing large capital infrastructure programs. She is a trusted advisor to senior leadership on strategic prioritization of investments in complex projects. With a demonstrated ability to identify and secure significant grants by leading a high-performing team across multiple deadline-driven work streams. Sonja is known as an effective liaison between varied internal and external stakeholders.

### EXPERIENCE

**MBTA Discretionary Grant Program Management.** In advance of the passage of the Bipartisan Infrastructure Law (BIL) in fall 2022, Sonja started and led a team dedicated to the pursuit of discretionary grants. Sonja served as the internal subject matter expert and advisor to leadership on discretionary grant opportunities, using her deep knowledge of the MBTA's capital program to recommend competitive projects well-matched to each grant opportunity. This effort included convening an internal working group for regular updates on the grant program, as well as regular reporting to the Board, internal leadership at the MBTA, and MassDOT. Grant awards for MBTA increased precipitously under Sonja's guidance.

**MBTA Capital Program Planning – Program Management.** Sonja served as Manager, then Senior Manager, and Director of the Capital Program Planning group at the MBTA. This group is responsible for developing the fiscally constrained five-year Capital Investment Plan. This annual process includes an analysis of available funding over the five-year window, coordination with all 32 internal departments that deliver capital projects, scoring of projects against a set of pre-determined criteria, and prioritization of projects. For the last three years, Sonja was responsible for developing a prioritization method and the final recommendation to leadership for projects that should be included in the funded program. This involved extensive coordination with department heads and an understanding of priorities across six modes (bus, light rail, heavy rail, commuter rail, ferry, and paratransit) and many different asset classes to develop a balanced program despite significant financial need.

**NYCDOT PlaNYC and Vision Zero – Program Management.** From within the Finance, Contracts, and Program Management Department of the New York City Department of Transportation, Sonja supported the implementation of the PlaNYC and Vision Zero mayoral priority programs. Sonja specialized in identifying issues before they impacted project schedules and worked with project managers to ensure their projects were funded, their procurements were on schedule, and their implementation approach had leadership buy-in.

### PREVIOUS EMPLOYMENT

#### MBTA Capital Program Planning; Boston, MA (2019-2023)

- **Director (2022-2023) and Senior Manager of Capital Programming (2021-2022).** Sonja led federal discretionary grant strategy and application development for the MBTA, advised senior leadership on strategic prioritization of large-scale investments in infrastructure, liaised across 30+ technical/operational/administrative departments to ensure project alignment with organizational values.

### EDUCATION

- Master of City Planning, Environmental Policy and Planning Concentration, Massachusetts Institute of Technology
- BA, Urban Studies, Brown University

### YEARS OF EXPERIENCE

12



**Manager of Capital Programming.** Sonja led the implementation of the five-year, ~90B CIP, managed a group of three analysts tasked with supporting project delivery, worked cross-functionally to guide decision making by senior leadership, course corrected to accommodate new needs arising mid-year, and coordinated with the CFO's office to continually improve processes, communication, and data collection.

#### MBTA Project Office for Fare Transformation; Boston, MA (2017-2018)

- **Project Manager for Policy Implementation.** Sonja liaised between internal leads and vendors to translate fare policy into technical-system functionality, managed a technical project manager, and developed project requirements and an implementation approach to data privacy and security.
- **Interim Project Manager for Installation.** Sonja led an extensive design review process on installation plans, collected and analyzed feedback from a group of diverse stakeholders within the MBTA and MassDOT, and evaluated feasibility of schedule and construction methods.
- **Project Manager for Contracts and Finance.** Sonja advised on the selection of a new automated fare collection system for the MBTA and oversaw a consultant team of financial advisors developing financial models and project budgets.

#### MIT Office of Sustainability; Cambridge, MA

- Campus Sustainability Fellow (2015)

#### New York Department of Transportation (2011-2015)

- **PlaNYC Budget Coordinator:** Sonja held a program management role for the mayoral priority programs PlaNYC and Vision Zero. She advocated for funding and implementation resources for bike lanes, bus lanes, plazas, and green infrastructure, as well as safety efforts tied to the Vision Zero program.
- Street Reconstruction Analyst, Capital Budget
- Analyst, Project Management Office



## ANGELA KRISTIANSEN, PE | ASSOCIATE ENGINEER



Angela Kristiansen has 18 years of experience specializing in traffic engineering, operations, and safety. Her project experience focuses on policy and multimodal engineering, including safety studies, access management, traffic calming, and development projects. She brings her public sector experience from both Florida and Massachusetts to a variety of projects throughout the northeast. Angela enjoys the creative problem-solving aspect of transportation engineering, especially finding ways to consider multiple perspectives and working toward solutions that benefit all stakeholders and roadway users.

### PROJECT EXPERIENCE

**Boston Transportation Department Neighborhood Slow Streets Program; Boston, MA:** Kittelson supports the City of Boston in improving street safety at the neighborhood scale through the Neighborhood Slow Streets program. Angela serves as a quality manager for design and engineering documentation covering several of the neighborhood zones

**Boston Transportation Department On-Call Traffic Engineering Safety Design Support; Boston, MA:** Kittelson supported the City of Boston in reviewing requests and proposing solutions to constituent safety concerns identified in Boston's 311 system. Angela worked closely with a team of planners and engineers to break down reported traffic safety concerns, determine engineering solutions, and design plans for quick implementation. As part of this effort, Angela was a major contributor to Boston's Signal Operations Policy update.

**Westfield Main Street Complete Streets Improvements; MassDOT:** Angela is the project manager for a complete streets project on a priority segment of Main Street identified in the Statewide Pedestrian Plan. Based on collaboration with partners, this project will design a safe space for people walking along Main Street and provide connectivity for people biking on existing and planned shared-use paths and trails. The effort includes close coordination with City officials, the Pioneer Valley Transit Authority, and MassDOT.

**Permanent Bike Counter Installation; MassDOT:** As part of the MassDOT Complete Streets On-Call contract, Angela oversaw the design, permitting, and installation of permanent bike counters on two heavily travelled bridge corridors in the Boston area.

**Florida Pedestrian and Bicycle Strategic Safety Plan; Statewide, FL:** Angela led the Kittelson team that developed the 2021 Pedestrian and Strategic Safety Plan and Implementation Plan for Florida DOT. The plan details a comprehensive, data driven, systematic approach to reducing fatal and serious injuries from crashes involving people walking and biking. Goals align with seven emphasis areas that cover Enforcement, Engineering, Emergency Response, Education, Policy, Data, and Vision Zero.

**Florida Pedestrian and Bicycle Safety Coalition Support; Statewide, FL:** Angela supports the FDOT State Safety Office by facilitating the statewide cross functional Coalition team charged with implementing the Pedestrian and Bicycle Strategic Safety Plan. The Coalition includes a diverse group of safety partners, stakeholders, and safety advocates. A few outcomes of this work include vision zero resources, updated design guidance, proposed legislation on micromobility, and updates to the standard crash report form to better track crashes involving people using micromobility devices.

ANGELA KRISTIANSEN, PE | Associate Engineer  
Page 2

**Pickering Middle School Traffic Analysis; Lynn, MA:** Angela leads the traffic component of a middle school relocation effort in Lynn, MA. The effort includes advising the project team on potential school sites, evaluating impacts of redistricting options, reviewing site plans for traffic circulation and safety, and completing a full traffic impact analysis to identify required traffic mitigation as part of the school construction.

**Somerville by Design On-Call—Central Broadway Pavement Marking and Sign Plan; Somerville, MA:** Kittelson provided transportation engineering and planning services to the City of Somerville through the Somerville by Design program. This project implemented all-day exclusive bus lanes in both directions for a half-mile stretch of Broadway, transit signal priority (TSP) at two key intersections, and protected bicycle lanes along uphill sections. Angela completed an analysis of traffic volumes, speeds, and travel times to evaluate the performance of new exclusive bus and bike lanes on Broadway in Somerville.

**Somerville by Design On-Call—Data Collection and Signal Warrant Analysis; Somerville, MA:** As part of ongoing support to Somerville, Kittelson prepared signal warrant analyses at several intersections. Angela advised staff on the application of signal warrants.

**I-93 Bus on Shoulder Pilot Project; MassDOT:** Kittelson supported MassDOT in a pilot project to allow buses to operate on the shoulder of I-93 north of Boston during limited peak-hour conditions. Angela supported the efforts by designing signs and leading the effort to identify rumble strip removal and relocation.

**Intersection Control Evaluation Tools and Guides; MassDOT:** As a recognized leader in roundabout operations, Kittelson is providing statewide on-call support services to MassDOT for all roundabout and rotary projects. Under a task order for this contract, Angela tested and created user guides for Intersection Control Evaluation (ICE) and Safety Performance for Intersection Control Evaluation (SPICE) tools to be used in the selection process of intersection control alternatives.

**Boston Transportation Department, Egleston Square Redesign; Boston, MA:** Kittelson is supporting the City of Boston to perform planning and engineering related work for the Redesign of Egleston Square, Tactical Interventions, and Bicycle Improvements project. The project aims to improve safety conditions for all road users traveling through the Egleston Square neighborhood, with a focus on vulnerable road users. Angela was responsible for overseeing the existing conditions evaluation and will lead the comprehensive before-and-after analysis.

## AMELIA MARTIN, PE | SENIOR ENGINEER



Amelia Martin has worked closely with local jurisdictions, state departments of transportation, and private developers primarily on the East Coast and in Canada. Through working with these clients and the communities they serve, Amelia has experience along the entire spectrum of the project delivery process, from policy and planning to final design and operations. Some of this work has included access management policy and manual-writing, small area planning, corridor studies, conceptual intersection design, alternative intersection evaluations, quick-build design, traffic calming planning and design, and traffic impact studies. To effectively deliver these kinds of projects, Amelia maintains a proficiency using Highway Capacity Software, Synchro/SimTraffic, SIDRA, AutoCAD/Microstation, and Adobe Illustrator. Amelia also has over a decade of experience competing and coaching debate teams, which has provided them with invaluable oratorical experience.

### EDUCATION

BS, Civil, Environmental, and Infrastructural Engineering;  
George Mason University

### YEARS OF EXPERIENCE

9

### LICENSE/CERTIFICATIONS

- Professional Engineer: VA (#0402059499)
- VA LTAP Advanced Work Zone Safety

### AFFILIATIONS

Institute of Transportation Engineers, Member

### PROJECT EXPERIENCE

**Everett Safety Action Plan; Everett, MA.** In partnership with the City of Everett, Kittelson led the development of a Safety Action Plan to identify actions for designing safer streets, educating the public, integrating safety efforts across City departments, and taking an equitable approach to enforcement.

To complete this Safety Action Plan, Kittelson analyzed crash and risk data from MassDOT's IMPACT Dashboard, census data, and Interim Guidance for the Justice40 Initiative to take an equitable approach to safety analysis. Targeted solutions included developing a toolbox to provide a menu of safety countermeasures that address bicycle, pedestrian, and vehicle safety. The plan also included policy and process priorities, like updating Everett's Complete Streets Plan to include a citywide speed management program, establishing a Safety Action Plan Advisory Committee to implement the Safety Action Plan, providing educational announcements related to the dangers of impaired driving, and implementing regular speed trailer deployments.

Following completion of the Safety Action Plan, Kittelson supported City staff in applying for federal Safe Streets for All implementation grant funding. Amelia served as the deputy project manager and lead analyst, overseeing the preparation of deliverables and communications with City staff.

**Mount Vernon Ave Complete Streets; Alexandria, VA.** As prime consultant, Kittelson worked with the City of Alexandria's Complete Streets group to address safety concerns along Mount Vernon Avenue North. Kittelson worked with multiple groups at the City of Alexandria to develop conceptual designs that directly responded to the community's feedback. The conceptual designs included curb extensions at the Mount Vernon Avenue and Four Mile Road intersection along with curb extensions, an additional crosswalk, and opportunities for new bus shelters and activated green space at the Mount Vernon Avenue and Executive Avenue intersection. The project team developed design options for the Mount Vernon Avenue and Russell Road intersection—both of which provided continuous walking routes along Mount Vernon Avenue, additional crosswalks across Mount Vernon Avenue, curb extensions, and opportunities for activated green space. The team designed three additional options for the Mount Vernon Avenue and Glebe Road intersection. Amelia served as the project manager for the existing conditions and concept development portion of the project, overseeing the preparation of deliverables and communications with City staff.



**Herndon Parkway Complete Street; Herndon, VA.** Kittelson provided technical assistance on this Regional Roadway Safety Program (RRSP) project. The team was tasked with preparing concept designs that reflect applicable, complete street measures for Herndon Parkway between Van Buren Street and Spring Street. This project assisted with fulfilling the Town's priority of implementing safer infrastructure and equitable access for drivers, bicyclists, pedestrians, and transit users to connect the future Herndon Metrorail station to the nearby W&OD trail while accommodating a changing land use from an office park environment to a multi-use urban corridor.

The team prepared an engineering CAD base map based on available GIS data, fieldwork, previous surveys, and high-resolution aerial imagery. The CAD base map was used to develop conceptual designs for the project and progress towards a 30% design drawings and cost estimate, the final deliverable for this project. Kittelson used the information collected to develop a 30% concept design for two-way cycle tracks on both sides of the Herndon Parkway corridor. Protected intersection treatments at corridor intersections also help provide a continuously protected bicycle facility along the length of the corridor. Amelia served as the project manager for the initial phase of the project, developing deliverables and providing guidance for junior staff, ensuring the budget and schedule are kept, and coordinating with stakeholders.

**Greenbelt Road Corridor Plan; Greenbelt, MD.** Kittelson led the Greenbelt Road Corridor Plan to address transportation safety challenges and build on previous plans and studies along the Greenbelt Road corridor. The Urban Land Institute (ULI) report, "Creating a Future for Greenbelt Road/MD-193," outlined equity considerations for the area, which informed Kittelson's approach to best serve the community. The plan's recommendations were coordinated heavily with stakeholders, including representation from the City of Greenbelt, Maryland State Highway Administration, Prince George's County, the Town of Berwyn Heights, the City of College Park, and the Washington Metropolitan Area Transit Authority. Amelia served as the project manager for the initial part of the project, leading preparation of existing conditions, collaborating with the multiple stakeholders, and beginning identification of improvement opportunities.

**State Highway Administration HSM and HSIP Support; MD.** Kittelson is working with the State Highway Administration Office of Traffic and Safety to provide safety analysis with the Highway Safety Manual (HSM) and support Maryland's Highway Safety Improvement Program (HSIP). As part of this support, Kittelson provides in-house staff to oversee regular activities for the Local HSIP program. This program provides safety funds to local agencies to assist them in building projects on roadways not owned by SHA. Amelia serves as the in-house support staff, acting as the program manager for the HSIP local program. Through this work, she coordinates regularly with SHA staff and staff from localities.

**City of Boston Traffic Calming On-Call; Boston, MA.** Kittelson has been leading the project team with the Boston Transportation Department on the Neighborhood Slow Streets initiative, which allows neighborhoods to apply for traffic calming efforts. For each selected neighborhood, Kittelson performs traffic calming planning and analysis, including meetings with the community to understand concerns about traffic in the neighborhood. Following the meetings and analysis, projects are identified and designed to slow traffic on neighborhood streets. Amelia has served as a lead analyst and designer, reviewing traffic data, preparing PS&E design sheets and cost estimates, and documenting findings in design reports. Amelia has also served as a neighborhood project manager, overseeing the preparation of design plans and cost estimates and reviewing signing & pavement marking plans as well as curb tie, drainage, and construction plans.



## CONOR SEMLER | PRINCIPAL PLANNER



Conor Semler draws on his experience in urban planning, traffic engineering, and technical research in complete streets design and is highly regarded for his ability to leverage transportation design to create livable and healthy communities. He focuses on improving conditions for walking and bicycling through better evaluation and design. Conor is a national leader in the planning and design of innovative bicycle facilities and was involved in developing both the NACTO *Urban Bikeway Design Guide* and the FHWA *Separated Bike Lane Planning and Design Guide*. Conor's experience is informed by his roles leading research, contributing to designs, and working closely with cities to evolve and innovate safer, more inviting bicycle facilities.

### PROJECT EXPERIENCE

#### Springfield Safety Action Plan & SS4A Implementation Grant; Springfield, MA.

Kittelston holds an on-call design, engineering, and technical support contract with the Massachusetts Department of Transportation (MassDOT) in connection with the State's Complete Streets Program. Kittelston helped the City develop a Safety Action Plan and apply for a Safe Streets and Roads for All (SS4A) Implementation Grant. Following a Safe System Approach, the Kittelston team facilitated eight meetings with the City's implementation partners (i.e., MassDOT, fire department, police department, public schools), identified high-crash, high-risk locations across Springfield, and confirmed priority locations through a field visit. Kittelston also identified engineering and non-engineering countermeasures to address each risk factor and reduce the frequency and severity of crashes at Springfield's high-crash intersections and corridors. Kittelston developed Springfield's Safety Action Plan and drafted the narrative and relevant forms for Springfield's SS4A Implementation Grant Application. The successful grant application resulted in an award of \$15M for implementing safety improvements across Springfield. Conor served as the project principal, providing support and guidance to the city and project team.

**Brockton Safety Action Plan & SS4A Implementation Grant; Brockton, MA.** As part of the MassDOT Complete Streets On-Call Contract, Kittelston is helping the City of Brockton to develop a Safety Action Plan and apply for Safe Streets and Road for All demonstration and implementation grants. The planning process includes facilitating team meetings with the City's implementation partners, coordinating citywide public engagement, and conducting a data-driven analysis to identify high-crash, high-risk locations across Brockton. The final plan will serve as Brockton's roadmap to eliminate fatal and serious injury crashes on Brockton streets. Conor is the project principal, providing support and guidance to the city and project team.

**Everett Safety Action Plan; Everett, MA.** In partnership with the City of Everett, Kittelston led the development of a Safety Action Plan to identify actions for designing safer streets, educating the public, integrating safety efforts across City departments, and taking an equitable approach to enforcement. To complete this Safety Action Plan, Kittelston analyzed crash and risk data from MassDOT's IMPACT Dashboard, census data, and Interim Guidance for the Justice40 Initiative to take an equitable approach to safety analysis. Targeted solutions included developing a toolbox to provide a menu of safety countermeasures that address bicycle, pedestrian, and vehicle safety. The plan also included policy and process priorities, like updating Everett's Complete Streets Plan to include a citywide speed management program, establishing a Safety Action Plan Advisory Committee to implement the Safety Action Plan, providing educational announcements related to the dangers of impaired driving, and implementing regular speed trailer deployments.



**KITTELSTON**  
& ASSOCIATES

Following the completion of the Safety Action Plan, Kittelston supported City staff in applying for federal Safe Streets for All implementation grant funding. Conor oversees these efforts as the project principal.

**NCHRP Report 1036: Guide for Roadway Cross Section Reallocation; National.** Kittelston led the research team to develop NCHRP Report 1036: Guide for Roadway Cross Section Reallocation. The guide presents implementable, user-oriented guidance to support projects that reallocate roadway cross sections. It includes a decision-making framework that incorporates research findings on the transportation and non-transportation outcomes of cross-sectional reallocation. The research included a literature review, practitioner interviews, and original research. The research team developed a decision-making spreadsheet tool, research report, and guidebook. The guide and accompanying decision-making framework enable practitioners to understand the full impact of roadway cross-section tradeoffs and evaluate choices based on a broad set of transportation, social, environmental, and economic outcomes. Conor was the Principal Investigator, leading the research team through all elements of the research plan.

**Medford Shared Streets and Spaces Grants; Medford, MA.** Kittelston is providing technical assistance to municipalities applying to MassDOT's Shared Streets and Spaces grant program. The \$1.3M grant program will provide grants ranging from \$5,000 to \$300,000 to cities and towns across the Commonwealth to quickly implement transportation and public realm projects that support physical distancing and economic recovery during the COVID-19 pandemic. Through this program, Kittelston worked with the City of Medford to develop plans for grant applications. Kittelston also led the design of a bus lane on Mystic Avenue, which was awarded \$223,000. As the project principal, Conor led coordination with Medford and oversaw the design efforts.

**City of Boston Neighborhood Slow Streets Program; Boston, MA.** Kittelston holds an on-call contract with the City of Boston in support of its Neighborhood Slow Streets Program to develop innovative approaches to traffic calming. The program's goal is to reduce the number and severity of crashes on residential streets, lessen the impact of cut-through traffic, and add to the quality of life in neighborhoods. As the project manager, Conor works directly with the City and the neighborhood traffic calming teams to identify and develop solutions that will slow vehicle speeds and improve safety in Boston's neighborhoods. Conor coordinates the planning, engineering, and design for up to five neighborhood areas per year. Through this work, he leads the team to identify targeted solutions aimed at speeding, visibility, and circulation challenges in each area.

**NACTO Urban Bikeway Design Guide; National.** As part of the Kittelston development team, Conor contributed to the NACTO *Urban Bikeway Design Guide*, which provides cities with solutions to help create complete streets that are safe for bicyclists. Conor wrote and developed material for the guide and offered engineering insight into the appropriateness and applicability of the cycling treatments. The guide includes a variety of innovative facilities, including bicycle signals, cycle tracks, bike boxes, and intersection improvements. Conor also contributed to the Federal Highway Administration's (FHWA) *Separated Bike Lane Planning and Design Guide*, which offered the first Federal guidance on planning and designing separated bike lanes (also known as cycle tracks). Conor has applied bicycle facility design across the US, including in Portsmouth, New Hampshire, where he led the conceptual design of a separated bike lane on Route 1.

**FHWA Safe and Connected Ped/Bike Networks; Washington, DC (2014-2015).** Kittelston conducted research for the Federal Highway Administration's (FHWA) Global Benchmarking Program initiative to identify existing international research and experience with effective practices and technologies that could improve the US transportation system. Conor worked with the team to gather the latest and best activities, expertise, and accomplishments in cities and countries with the most advancements in delivering safe and connected ped/bike networks. The desktop review of best practices included Japan, Canada, select European countries, Australia, and New Zealand. Conor and the Kittelston team performed a literature review and practitioner interviews to produce a report titled *Delivering Safe and Connected Pedestrian and Bicycle Networks: A Review of International Practices*, which summarizes the most promising foreign practices and innovations for possible application in the US.



**KITTELSTON**  
& ASSOCIATES

## ANDREW OOMS, PE, PTOE, RSP | ASSOCIATE ENGINEER



Andrew Ooms has been active in transportation planning and traffic engineering projects nationwide. His diverse background is used to establish transportation facilities that benefit all roadway users. He has led long-range multimodal transportation plans, district plans, and corridor studies. As a transportation specialist, he is well-versed in the latest safety practices having conducted safety assessments at the intersection, district, and city levels. He applied the latest National Cooperative Highway Research Program (NCHRP) research to quantitatively differentiate the safety performance of highway corridor alternatives. Andrew used innovative analysis methods to assess non-motorized networks objectively.

### PROJECT EXPERIENCE

**Franklinton Bicycle and Pedestrian Plan; Franklinton, NC.** Andrew is leading the development of this comprehensive multimodal plan that focuses on improving walking and biking connections in response to the planned S-Line rail crossing closures. He developed candidate projects during an on-site public charrette to gather direct stakeholder collaboration to supplement a comprehensive planning analysis process.

**Spenard Road Reconstruction; Anchorage, AK.** Andrew led the safety and multimodal analysis to promote a road diet and multimodal improvement projects in support of Anchorage's first multimodal transit-oriented development (TOD) corridor. He led a walking and biking audit to give the entire project team first-hand experience on the corridor and engage the public to identify current issues.

**Vision Zero; Anchorage AK.** Andrew led the data analysis to identify the dominant crash patterns and trends to understand the where, why, and how crashes are happening. Based on the findings, street segments, signalized intersections, and unsignalized intersections are ranked based on the safety performance of each location. Kittelson developed countermeasure toolbox for use by the Municipality of Anchorage to develop area-wide application of low-cost countermeasures to address bicycle, pedestrian, and vehicle safety.

**WDOT Corridor Safety Evaluations; Laramie County, WY.** Andrew provided technical guidance and led the safety evaluation of three rural highway corridors in Wyoming. Kittelson evaluated project crash data, roadway features, and potential countermeasures for different highway and freeway segments. Using quantitative *Highway Safety Manual (HSM)* based prediction tools and economic evaluations, Andrew and the Kittelson team provided the Wyoming DOT (WDOT) with a range of possible cost-effective projects to be conducted as part of its pavement rehabilitation program.

**Transportation Safety Action Plan; Clackamas County, OR.** Andrew led the *Highway Safety Manual (HSM)* safety screening and countermeasure identification for the urban and rural intersections and roadway segments in this county-wide analysis. He oversaw a comprehensive crash history review, presenting findings to several disparate stakeholders.

**Pedestrian Safety Action Plan; Tucson, AZ.** Andrew led a detailed pedestrian crash evaluation to identify both specific and systemic crash patterns for mitigation. This analysis utilized innovative GIS tools for spatial hot spot analysis and to connect crash data with roadway network attributes. The resulting report documented priority locations, pedestrian crash risk factors, and an equity assessment.

### PROJECT ROLE

Senior Advisor: SS4A Specialist and Rural Safety Focus

### EDUCATION

- MS, Civil Engineering, University of Wisconsin
- BS, Industrial Engineering, Northwestern University

### YEARS OF EXPERIENCE

18

### LICENSES/CERTIFICATIONS

- Professional Engineer: NC (#050430), AK (#13880)
- Profession Traffic Operations Engineer (#4799)
- Road Safety Professional (#415)

### AFFILIATIONS

- Association of Pedestrian and Bicycle Professionals, Member



**Oregon All Roads Transportation Safety Program; Roseburg, OR.** Andrew conducted a citywide safety screening analysis to identify crash patterns and locations sensitive to safety countermeasures. He developed cost-effective treatments to address bike/ped and systemic traffic signal related crashes for submittal into the Oregon All Roads Transportation Safety (ARTS) Program for evaluation and funding.

**Navassa Comprehensive Bicycle and Pedestrian Plan.** Andrew oversaw the development of this project's plan and stakeholder outreach campaign. He facilitated planning analysis and documentation, developing concepts into feasible projects that met the diverse needs of the growing community.

**Spenard Corridor Strategic Plan; Anchorage, AK.** Andrew led the transportation elements of a long-term vision for Spenard Rd as a multimodal Transit-Oriented Development (TOD) corridor. He developed transit amenities, development code revisions, and transportation network strategies to foster the city's first TOD corridor. The plan includes land use and transportation concepts corresponding to forecasted travel needs for three unique districts built by extensive agency coordination, public outreach, and team development.



## D/R/E/A/M COLLABORATIVE

**ROSA HERRERO** AICP, LEED AP ND

Senior Urban Planner | DREAM Collaborative | 10 years of experience



As Senior Urban Planner at DREAM, Rosa translates design visions into exceptional concepts to co-create plans that work with and for the communities she serves.

Rosa Herrero is an experienced multidisciplinary designer with a focus on community engagement, user research, urban design, city planning, and active transportation. She is passionate about the design and interaction of public life and cities. She has extensive work experience bridging the public, nonprofit and private sectors.

At DREAM, Rosa supports a wide range of client types and stakeholder outreach while analyzing data for best site use strategies and solutions. Rosa is skilled in the latest design softwares including Adobe Suite, SketchUp, AutoCAD, and Revit. Rosa is also a native Spanish speaker.

**BACKGROUND**

American Institute of Certified Planners (AICP)

LEED AP ND

Babson Academy for Government Innovation & Entrepreneurial Leadership Program  
Babson College

User Experience Design  
General Assembly

Master of Architecture  
Bachelor's Degree specialized in Urban Design & City Planning  
Universidad Politécnica of Madrid

Erasmus Scholar  
Institut Français d'Urbanisme

**SELECT PROJECT EXPERIENCE**

**P3 Roxbury** Roxbury MA HYM/My City at Peace

**Boston Design Vision** Boston MA, Boston Planning & Development Agency

**Kelley Boulevard Land Use, Zoning, and Placemaking Study** North Attleboro, MA and Plainville, MA Towns of North Attleboro, MA and Plainville, MA

**Whyte's Laundry & Adjacent Parcels** Lynn MA MassDevelopment

**Taunton Nursing Home Redevelopment Plan** Taunton MA MassDevelopment

**Seeley Lot Study** Taunton MA MassDevelopment

**Dorchester Bay City Development** Dorchester MA Accordia Partners

**PLAN: Mattapan\*** Mattapan MA Boston Planning & Development Agency

**PLAN: East Boston\*** Boston MA Boston Planning & Development Agency

**Western Avenue Corridor Study & Rezoning\*** Boston MA Boston Planning & Development Agency

**Allston-Brighton Mobility Plan\*** Boston MA Boston Planning & Development Agency

**Bridgeport University Master Plan\*** Bridgeport CT Bridgeport University

**Tec de Monterrey Campus Master Plan\*** Puebla MX Tecnológico de Monterrey

**Case Western Reserve University Master Plan\*** Cleveland OH Case Western Reserve University

\* projects completed prior to DREAM Collaborative

ARCHITECTURE POWERED BY DIVERSITY

**Alyson Fletcher**

Title: Principal | Years of Experience: 16



**Responsibilities:** Alyson will provide local safety and streets planning expertise. Alyson specializes in street design and active transportation, including downtown plans, walkability studies, trail safety plans, and campus master plans. Her interdisciplinary background in architecture, planning and landscape architecture blends an attention to detail with seeing the bigger picture in a project's contexts. Additionally, Alyson has extensive experience designing and running processes to engage the public in planning and design, including pop-up workshops and tactical design demonstrations in the field. Alyson is a regular presenter on sustainable transportation best practices, including at Vision Zero, ITE's Urban Streets Symposium, Velo-City, Rail-volution, and the ASLA National Conference.

**Education**

M. City and Regional Planning, Cornell University, NY

M. Landscape Architecture, Cornell University, NY

B.A., Art &amp; Art History, Literary &amp; Cultural Studies, College of William &amp; Mary, VA

**Select Experience****Nelson\Nygaard Consulting Associates, Inc.**

Principal, 2021-Present; Senior Associate, 2019-2021; Associate, 2014-2019; Intern, 2013-2014

- **Block Island Transportation Safety Study, Respect Block Island (New Shoreham, RI) 2021.** Project manager on an objective investigation into Block Island roadway safety. Based on the findings from this initial study, Alyson recommended conducting a more expansive study focused on further data analytics, community engagement, and design and policy recommendations as well as short-term recommendations including shoulder treatments as part of a "slow roads" philosophy and approach.
- **Connect Ada: Bicycle, Pedestrian, and Trails Plan, Ada Township (Ada, MI) 2019-2020.** Alyson served as the Deputy Project Manager for a four-month active transportation and trails plan, which engaged the community about priorities that could be funded through a renewal of a millage earmarked for facility development. The millage successfully passed in the spring of 2020.
- **Downtown Austin Butler Trail Safety & Mobility Study, The Trail Conservancy and PARD (Austin, TX) 2019-2021.** Alyson served as the deputy project manager and lead for engagement and design policy on this plan to evaluate the access, equity, and ecology factors that contribute to overall safety, mobility, and hospitality for all users of Austin's iconic landmark trail around Lady Bird Lake.
- **Boston Esplanade Pathway Improvement and Safety Plan, Esplanade Association (Boston, MA) 2018-2019.** As deputy project manager, Alyson developed a multimodal vision and action plan for all active transportation users within, to, and from the Esplanade. The overarching strategy improves the current system, enhances safety, and respects the Esplanade's landscape character and history.
- **Downtown Wichita Streets Plan, Wichita Area MPO (Wichita, KS) 2018-2020.** Project manager of effort that examined how the City's downtown streets should be used as 24-hour life increases downtown with new developments and employers relocating work campuses to the walkable, bikable sections of downtown. Alyson managed outreach and facilitated charrette events over a two year period, including virtually engaging thousands of residents and business owners in Fall 2020.
- **Wake County Access to Transit Engagement and Prioritization (GoTriangle, NC) 2021-Ongoing.** Task manager for a process to identify and prioritize projects that improve walking and biking access to transit across Wake County. Work included a two-month long outreach effort involving an online survey, web map, and socially distanced drop-in outreach stations at bus stop shelters.
- **Ala Wai Bike-Pedestrian Bridge Alternatives Analysis, City of Honolulu (Honolulu, HI) 2018-2019.** Alyson served as the graphic designer and led the federal evaluation process for this data-driven alternatives analysis to determine how best to improve crossings of the Ala Wai Canal. She also supported the research and metrics informing the alternatives evaluation methodologies.



## Drusilla van Hengel, PhD

**Title: Senior Principal | Years of Experience: 27**



**Responsibilities:** Dru will lead safety planning, providing national best practices. Dru asks great questions and listens compassionately, steering conversations in helpful directions. Her vision, educational background, and professional experience have given her the tools to help make walking and bicycling enjoyable options for people from ages one to one hundred by eliminating the cultural, organizational, and design gaps and barriers institutionalized by 70 years of planning for automobility. Her unique blend of academic training combined with more than 25 years of practical experience in land development, traffic operations, and community planning results in a track record of delivering built projects, implementable plans, and innovative practices.

### Education

Ph.D., Social Ecology, University of California, Irvine, CA  
 M.B.A., Sustainable Business, Bainbridge Graduate Institute, WA  
 B.A., Psychology and Biology, Dartmouth College, NH

### Select Experience

**Nelson\Nygaard Consulting Associates, Inc.**

Principal, 2014-Present

- **Hoboken Vision Zero Plan (Hoboken, NJ) 2019-2021.** Dru served as active project manager for the City's first Vision Zero Plan, adopted in 2021. Dru led Task Force facilitation, demonstration pop-up planning, toolkit development, and strategy development.
- **Honolulu Vision Zero Action Plan (Honolulu, HI) 2021-Ongoing.** As project manager, Dru is leading efforts to identify High Crash Network streets and intersections, prioritize safety investments, and present these findings to the public. Developing educational, pledge, and safety materials to enhance messaging of safety, health, and equitable mobility, including speed awareness.
- **Honolulu Complete Streets Rehabilitation Project, City and County of Honolulu (Honolulu, HI) 2017-2023.** Dru served as the project manager for multimodal transportation assessment, concept design and community engagement for 10 corridors in the McCully, Waikiki, and Kalihi neighborhoods.
- **Ala Wai Bridge Alternatives Analysis, City and County of Honolulu (Honolulu, HI) 2018-2020.** As project manager, Dru conducted a data-driven alternatives analysis to improve crossings of the Ala Wai Canal, shorten travel times, and increase safety for people travelling by foot and bicycle between two of Honolulu's urban neighborhoods with the highest non-auto commute mode share.
- **Cleveland Vision Zero Action Plan (Cleveland, OH) 2020-2022.** Project manager for effort focused on achieving incremental steps toward eliminating traffic violence and achieving larger City goals. The work included Task Force Workshop facilitation, a detailed crash analysis, citywide and High Injury Network community consultation, performance measures, and cost constrained priority actions.
- **Grand Rapids Pedestrian Crossing Guidance and Vision Zero Dashboard (Grand Rapids, MI) 2020-2021.** As a follow-up implementation strategy of the Grand Rapids Equitable Mobility Strategic Plan, Dru led a two-pronged effort to update the marked crosswalk guidance and build a Vision Zero Dashboard to track progress toward eliminating serious and fatal collisions.
- **Connect Ada: Bicycle, Pedestrian, and Trails Plan, Ada Township (Ada, MI) 2019-2020.** Dru served as the project manager for a four-month active transportation and trails plan, which engaged the community on priorities that could be funded through a renewal of a millage earmarked for facility development. The millage successfully passed in the spring of 2020.
- **15th Street Bicycle Safety Improvements, District Department of Transportation (Washington, DC) 2021.** Project manager for creation of high-profile connection of 15th Street cycle track, the main commuter route between northern Virginia and downtown Washington, DC. Project delivered on-street improvements by Summer 2021 and a plan for additional changes beyond.

**Taxpayer Identification Number (TIN) and Certification W-9 Form**

Kittelson & Associates Inc.

Name (as shown on your income tax return)

Business name, if different from above

Check appropriate box:  Individual/Sole proprietor

Corporation - Circle **C** Corp **S** Corp Partnership Trust/Estate

Limited Liability Company (LLC)

Circle tax classification: **D** (disregarded entity) **S** (corporation) **C** (corporation) or **P** (partnership)

Partnership

Other .....

851 SW 6th Avenue, Suite 600

Address (number, street, and apt. or suite no.)

Portland, OR 97204

City, State, and ZIP Code

**Taxpayer Identification Number (TIN)**

Enter your TIN on the appropriate line below. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the IRS instructions on filling out Form W-9. For other entities, it is your employer identification number (EIN).

SSN: XXXXXX do not provide on public bid document

EIN: 93-0964447

**Certification**

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: a) I am exempt from backup withholding, or b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. person (including a U.S. resident alien).

**Certification Instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return.

Signature of U.S. person

*Paul Mc*

Date:

10/18/23

**Form W-9**  
 (Rev. October 2018)  
 Department of the Treasury  
 Internal Revenue Service

**Request for Taxpayer Identification Number and Certification**

Give Form to the requester. Do not send to the IRS.

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Kittelson & Associates Inc**

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.  
 Individual/sole proprietor or single-member LLC  
 C Corporation  
 S Corporation  
 Partnership  
 Trust/estate  
 Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶  
 Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.  
 Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  
 Exempt payee code (if any) \_\_\_\_\_  
 Exemption from FATCA reporting code (if any) \_\_\_\_\_  
 (Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.  
**PO Box 735277**

6 City, state, and ZIP code  
**Chicago IL 60673-5277**

7 List account number(s) here (optional)

Requester's name and address (optional)

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number  
 \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

or  
 Employer identification number  
**9 3 - 0 9 6 4 4 4 7**

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶ Manum Friedman Date ▶ 1/4/2023

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Cat. No. 10231X Form **W-9** (Rev. 10-2018)

**LETTER OF INTENT**  
 (To be completed by the DBE – Page 1 of 2)

TO: Kittelson & Associates, Inc. (Prime Bidder)

FROM: DREAM Collaborative (DBE Firm)

RE: PROJECT NO.: 2023-2094

PROJECT LOCATION: FRANKLIN COUNTY, NANTUCKET AND MARTHA'S VINEYARD, MA

DATE OF BID OPENING: OCTOBER 24, 2023

**I, Gregory Minott, authorized signatory of the above-referenced DBE firm hereby declare:**

- My company is currently certified as a Disadvantaged Business Enterprise (DBE) by the Massachusetts Supplier Diversity Office ("SDO") to perform work in the following NAICS code(s):  
**541310** as a: (check all applicable; additional guidance is available at Title 49, Code of Federal Regulations, Part 26.55):  
 CONTRACTOR       REGULAR DEALER       BROKER  
 MANUFACTURER       TRUCKING OPERATIONS       PROFESSIONAL SERVICES
- My firm has the ability to manage, supervise and perform the activity described on page 2 of this Letter of Intent. If you are awarded the contract, my company intends to enter into a contract with your firm to perform the items of work or other activity described on the following sheet for the prices indicated.
- There have been no changes affecting the ownership, control or independence of my company since my last certification review on June 9, 2023. If any such change is planned or occurs prior to my company's completion of this proposed work, I will give prior written notification to your firm and to the Massachusetts Department of Transportation ("MassDOT") Office of Civil Rights and SDO.
- My DBE certification has not been revoked nor has it expired nor has there been any change in the minority status of my company.
- For the purpose of obtaining subcontractor approval from MassDOT, my firm will provide to you:
  - The following construction work:**
    - a resume, stating the qualifications and experience, of the superintendent or foreperson who will supervise on site-work;
    - a list of equipment owned or leased by my firm for use on this project; and
    - a list of all projects (public or private) upon which my firm is currently performing, is committed to perform, or intends to make a commitment to perform. I shall also include, for each project: the name and telephone number of a contact person for the contracting authority, person, or organization; the dollar value of the work; a description of the work; and my firm's work schedule for the project.
  - The following services, materials or supplies:**
    - a written agreement and invoices for the materials or supplies, and any other documents evidencing the terms of providing such items;
    - information concerning broker fees and commissions for providing services or materials; and
    - a statement concerning whether my firm intends or will be required to use a joint check arrangement; and any other documents that may be required by MassDOT.

DBE AUTHORIZED SIGNATURE: [Signature] DATE October 17, 2023

NAME AND TITLE (PRINT): Gregory Minott, Managing Principal

EMAIL ADDRESS: gminott@dreamcollaborative.com TEL NO.: 617.606.7029

NP&EDC, MVC, and FRCOG RFP 2023-2094 COMPREHENSIVE SAFETY ACTION PLAN CONSULTING SERVICES

**LETTER OF INTENT**  
(To be completed by the DBE- Page 2 of 2)

DATE OF BID OPENING:   OCT 24, 2023    
 MassDOT PROJECT NUMBER:   N/A    
 PROJECT LOCATION:   Nantucket, Martha's Vineyard, and Franklin County, MA    
 PRIME BIDDER:   Kittelson & Associates, Inc.    
 DBE COMPANY NAME:   DREAM Collaborative  

Item number if applicable	Description of Activity with notations such as Services, or Brokerage, Labor Only, Material Only, or Complete	Quantity	Unit Price	Amount
Task 1	Labor Only			\$2,500
Task 2	Labor Only			\$26,200
Task 3	Labor Only			\$10,000
Task 5	Labor Only			\$2,700
Task 6	Labor Only			\$6,600
TOTAL AMOUNT:				\$48,000

*Please give full explanations, attach additional sheets if necessary.*

I HEREBY VERIFY THAT   DREAM Collaborative   WILL SOLELY  
(DBE company name)  
 PERFORM THE WORK, OR PROVIDE THE SERVICES OR MATERIALS, AS DESCRIBED ABOVE.  
 DBE AUTHORIZED SIGNATURE:   
 NAME AND TITLE (PRINT):   Gregory Minott, Managing Principal    
 TELEPHONE NUMBER:   617.606.7029   FAX NUMBER: \_\_\_\_\_  
 EMAIL ADDRESS:   gminott@dreamcollaborative.com  

\*\*\* END OF DOCUMENT \*\*\*

Rev'd 9/21/2023

**SCHEDULE OF PARTICIPATION**  
BY DISADVANTAGED BUSINESS ENTERPRISES (DBEs)

PRIME BIDDER:   Kittelson & Associates, Inc.    
 DATE OF BID OPENING:   10/24/23   MassDOT PROJECT NO.: NOT APPLICABLE  
 FEDERAL AID PROJECT NUMBER:   TO BE DETERMINED    
 PROJECT LOCATION:   Franklin County, Nantucket, Martha's Vineyard, MA  

Name Address and Phone Number of DBE	Name of Activity	NAICS Code(s)	(a) DBE Contractor Activity Amount Construction Work	(b) DBE Other Business Amount Services, Supplies, Material	(c) Total amount eligible for credit
DREAM Collaborative 857-449-0504	Planning Services	541310, 541410, 541690	N/A	\$48,000	\$48,000
Total Bid Amount	TOTALS:		\$ 0		\$ 48,000
\$ 575,000	DBE Percentage of Total bid:		0%		8.4%

*A copy of the DBE's most recent certification and an original affidavit must be attached to this document.*

Is a Joint Check Approval being submitted for any of the above?  Yes  No  
 Will any of the contractors listed above be using a third party to deliver materials or perform any portion of work?   
 Yes  No  
 (i.e. manufacturing)

SIGNATURE:  DATE   10/18/23    
 NAME AND TITLE (PRINT):   Brandon Nevers, CEO    
 EMAIL ADDRESS:   bnevers@kittelson.com   TEL NO.:   571-384-2941  

Rev'd 5/8/13

**CERTIFICATION AND RESTRICTIONS ON LOBBYING**

I, Brandon Nevers, CEO, hereby certify  
(Name and title of official)

On behalf of Kittelson & Associates, Inc. that:  
(Name of Bidder/Company Name)

◆ 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, and officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making 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.

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

◆ The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, 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 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). 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.

The undersigned certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C. Section 3801, et seq., are applicable thereto.

Name of Bidder/Company Name Kittelson & Associates, Inc.

Type or print name Brandon Nevers

Signature of authorized representative [Signature] Date 10/18/23

Signature of notary and SEAL [Signature] Date 10/18/23

Commonwealth Of Virginia  
Bonnie Lee Clark - Notary Public  
Commission No. 7844836  
My Commission Expires 7/31/2027

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS (NON-PROCUREMENT)**

The Primary Participant (potential contractor for a major third party contract) certifies to the best of its knowledge and belief, that it, and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal, State or local department or agency.
2. Have not within a three-year period preceding this bid been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted for or otherwise criminally charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this bid had one or more public transactions (Federal, State or local) terminated for cause of default.

If the Primary Participant (potential contractor for a major third party contract) is unable to certify to any of the statements in this certification with respect to it or its principals, the Offeror shall attach an explanation to this certification).

**The primary participant (potential contractor for a major third party contract) certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C. sections 3801 et seq. Are applicable thereto.**

Primary Participant: [Signature] President/CEO  
Signature and Title of Authorized Official

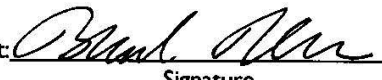
**"INSTRUCTIONS FOR CERTIFICATION"**

Primary Covered Transactions

1. By signing and submitting this Proposal the prospective participant is providing the certification on the preceding page in accordance with 49 CFR Part 29.
2. The inability of a person to provide the certification will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of this prospective primary participant to furnish a certification or an explanation shall disqualify such a person from participation in this transaction.
3. The certification is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause of default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to whom this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency entering into this agreement.
6. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction", without modification, in all lower tier covered transactions and in all solicitations for lowered tier covered transactions.
7. Except for transactions authorized under paragraph (5) of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS FOR LOWER TIER PARTICIPANT**

The Offeror, as the Primary Participant, hereby certifies that the attached Lower Tier Participant Certification Regarding Debarment, Suspension and Other Responsibility Matters, as noted on the two following pages, shall be duly executed in accordance with the provisions of Executive Order 12549, as implemented by 49 CFR Part 29, and shall remain on file with the Primary Participant in accordance with the Contract Provisions as if stated herein.

Primary Participant:   
 Signature  
 Date: 10/18/23

**CONTRACT EXHIBIT A  
CONTRACTOR'S RESPONSE TO PROJECT**

**CONTRACT EXHIBIT B  
TAX COMPLIANCE CERTIFICATION**

Pursuant to M.G.L. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

93-0964447  
 Federal Employer Identification Number

  
 Kittelson & Associates, Inc.  
 Name of Business

10/18/23  
 Date:

**CONTRACT EXHIBIT C**  
**CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

*Brandon Nevers*  
Signature of person signing bid or contract

Kittelson & Associates, Inc.  
Name of Business

**CONTRACT EXHIBIT D**  
**CERTIFICATE BY CORPORATION TO SIGN CONTRACT**

At a duly authorized meeting of the Board of Directors of the  
Kittelson & Associates, Inc. held on September 19, 2023  
(Name of Corporation) (Date)

At which all the Directors were present or waived notice, it was voted that,  
Brandon Nevers Chief Executive Officer  
(Name) (Officer)

of this Company, (s)he hereby is authorized to execute contracts and bonds in the name and behalf of said company, and affix its Corporate Seal thereto, and such execution of any Contract or obligation in this Company's name on its behalf by such

Kittelson & Associates, Inc. under seal of the company, shall be valid and binding upon  
(Officer) this company.

A TRUE COPY,  
ATTEST: MARC BUTORAC  
(Corporate Clerk)

PLACE OF BUSINESS: Portland, OR

DATE OF THIS CONTRACT: 10/19/23

I hereby certify that I am the Clerk of the Kittelson & Associates, Inc.  
(Name of Corporation)

and that Brandon Nevers is the duly elected  
(Name)  
Chief Executive Officer of said company, and the vote has not been  
(Title)

amended or rescinded and remains in full force and effect as of the date of this Contract.

*Marc Butorac* MARC BUTORAC  
(Corporate Clerk) (Corporate Seal)

