



PROPOSAL



Urban Street Design Guide

Prepared for:

***National Association of City
Transportation Officials***

Prepared by:

***Nelson\Nygaard
with
Community Design + Architecture
BlinkTag
Michael Ronkin
Reid Ewing***

June 1, 2012



June 1, 2012

David Vega-Barachowitz
National Association of City Transportation Officials
55 Water Street, 9th Floor
New York, NY 10041

RE: Urban Street Design Guide Proposal

Dear Mr. Vega-Barachowitz,

On behalf of Nelson\Nygaard Consulting Associates, Inc. and our team, I am pleased to submit this proposal to create an Urban Street Design Guide for The National Association of City Transportation Officials.

The image of cities is changing. It is now in cities where we can age and retain independence, where exercise is part of daily living, and where citizens can reduce their carbon footprints. With the continuing rapid growth in urban gardens, green streets, and green infrastructure, cities are clearing the air. It is time for a national organization who embraces cities to bring forth a definitive street design guide that is neither an amalgamation of previous guides nor a handbook of ideals. Rather, it needs to be a practical, flexible guide helping users understand the different streets that do and can exist, their design needs, and how to fit streets together in a network with safe and functional intersections.

We have assembled a team of practitioners who build multimodal streets, create policies that support building such streets, and convey street design information in clear, accessible formats. We have worked on the gamut of similar projects: Traditional Neighborhood Design, Traffic Calming, Context Sensitive Design (then Solutions), Safe Routes to various places, Leadership in Energy and Environmental Design, Street Design Guides, Better Streets, Walkability Audits, and Complete Streets. Our team also includes web designers adept at transportation, product reviewers who will lend a critical eye to both content and the user interface, and an expert panel to draw upon for unique specialized knowledge.

- **Nelson\Nygaard Consulting Associates** is a nationally recognized firm distinguished by its progressive bent. With seven offices covering North America, we provide a small firm experience with one of the largest national practices focused entirely on sustainable, multimodal transportation planning. The firm and its staff have developed similar design guidelines for Chicago, San Francisco, Kansas City, Abu Dhabi, New Jersey DOT, AASHTO, CNU, ITDP, and ITE.
- **Community Design + Architecture** is a national leader in the design of context-sensitive and multi-modal streets that balance the needs of all users. CD+A will contribute to this project both its expertise in urban design and street design as well as its skills in effectively communicating complex information through the use of intuitive graphics and well-organized content. These skills have been honed through the firm's extensive work on guidance documents and its day-to-day work on presenting technical

information from a variety of disciplines in easy-to-grasp ways stakeholders, members of the general public and professionals alike.

- **Blinktag** combines experience in urban planning with web expertise to produce smart phone applications and websites that support biking and transit use through open-source technology.
- **Michael Ronkin & Reid Ewing** are nationally renowned for their design experience. Michael Ronkin conducts training courses on people-focused street design and Reid Ewing creates street and highway standards.
- Our **Expert Panel** includes experts on policy and implementation, liability, road safety, and equity. They will serve as a sounding board as our design guide evolves and impart their specialized knowledge to ensure a watertight document.

Our project team lives and works in cities, and we are excited to bring our knowledge to bear on the places we call home. Please feel free to contact Michael King, the proposed project manager, at 212-242-2490 or mking@nelsonnygaard.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeffrey Tumlin', with a long horizontal line extending to the right.

Jeffrey Tumlin
Principal

Table of Contents



Introduction	1
Understanding and Approach	3
Team	7
Relevant Projects	17
References	35
Scope of Work	37
Project Schedule	43
Organizational Chart	44
Project Budget	45
Appendix: Resumes	



Introduction

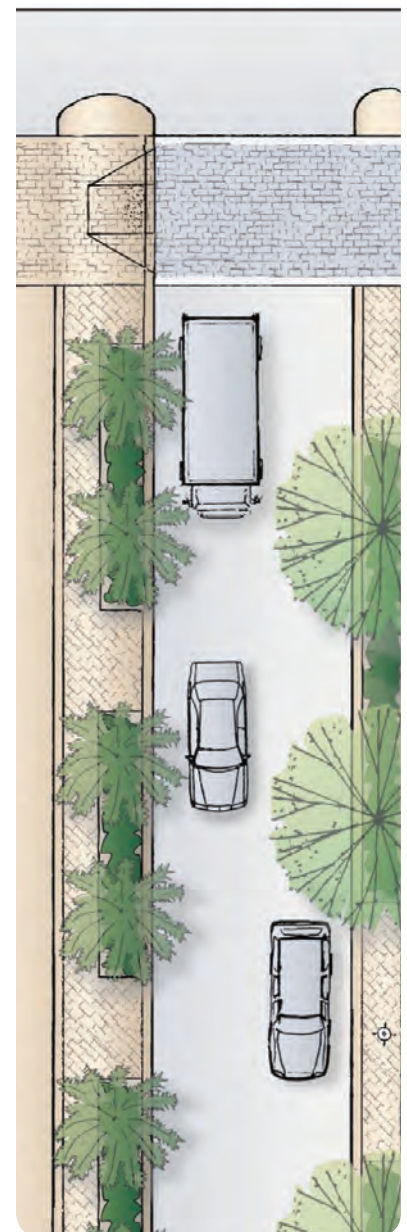
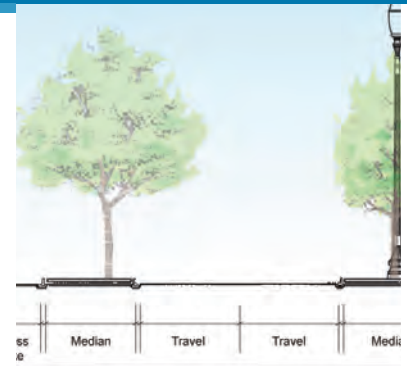
Nelson\Nygaard Consulting Associates Inc., headquartered in San Francisco, California, is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support vibrant, sustainable communities. A fully multimodal approach, drawn from the real-world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. The firm is a leader in planning sustainable transportation systems. We plan efficient mass-transit; develop compact, transit-oriented land uses; design safe and inviting pedestrian and bicycle environments; and reveal the hidden incentives that promote excessive driving. All of these elements help to reduce dependence on single-occupancy vehicles, creating vibrant, active communities.

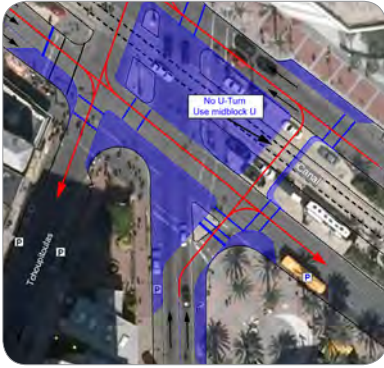
As a firm committed to developing sustainable transportation solutions for our clients, it is important to ensure our internal company practices reflect this vision. Nelson\Nygaard chooses to site our offices in the places we love: the heart of the city. Our New York City office sits five blocks from Penn Station and a five-minute walk to Madison Square Park. Our Boston office is a stone's throw from South Station, and our office in San Francisco is three blocks from Market Street. Nelson\Nygaard employees ride bikes, buses, or subways to work every day.

Why choose the Nelson\Nygaard Team?

From our origins in 1987, our firm has been rooted in providing for all modes of transportation; it's the foundation of all our work. As multimodal transportation planners we understand that there are tensions between building complete streets and efficient street operations. Our approach to street design is network-based and considers the fact that street typologies may prioritize certain modes, while maintaining safe and quality environments for pedestrian and cyclists. More important, we understand that streets should be considered as an element of the City in whole, and should function to meet the City's larger vision and goals.

Given our experience developing street design guides for major cities, we understand that a "one-size fits all" approach does not work, and as a result, our guides provide practical guidance and a menu of options that are applied to fit with the local conditions.





Only a handful of cities across the country have taken the opportunity to develop a Street Design Guide; now, we have the opportunity to create national guidelines that will shape urban life. We bring to the project a full-service core project team plus a panel of nationally-renowned experts who will lend their years of experience to project products.

Our team stands out for the following reasons:

- **Core team supported by experts.** Our proposed team consists of a core of staff who has frequently worked together to create energetic streets. To bring perspectives to our designs from various cities and angles aside from our own, we have convened an expert panel to review our products.
- **We are not beholden to AASHTO.** Our team consists of planners, engineers, and architects who use established design guidance every day, from MUTCD to ITE. Yet we are also well-versed in the design guides of Canada, the United Kingdom, the Netherlands, and Germany. Over the years, our experience designing streets has also taught us things that are not in the guides but do in fact work. We will likely draw from AASHTO at points when creating the Urban Street Design Guide; but we are not wedded to the association or its products, which are more suited to rural contexts.
- **We effect change.** Through our experience with developing policies and guidelines, we know that implementation of new designs is dependent not only on a well-intended city council ordinance or resolution, but also on procedural and policy changes within the implementing agencies and departments. From our experiences, we have developed numerous communication tools to convey the necessity of complete streets to policymakers, city staff, and the general public. These tools range from pamphlets, presentations, intuitive graphics, websites, and workshops.
- **We love cities.** Our project team lives and works in cities. Our principal-in-charge lives in Portsmouth, NH, one of the few cities to have adopted the Swedish model of eco-cities, or municipalities who adopt ecological and social justice principals in their charter. Our project manager has chosen to invest in and raise his children in the heart of Brooklyn.

“It is instructive to remember that streets used to be different than they are today. Modern ‘improvements’ were not universally embraced when they were first put in place...in the 1920s and 1930s pedestrians had to be trained to cross at intersections and wait at traffic signals.”

— Clay McShane
Down the Asphalt Path: The Automobile and the American City,
 1994

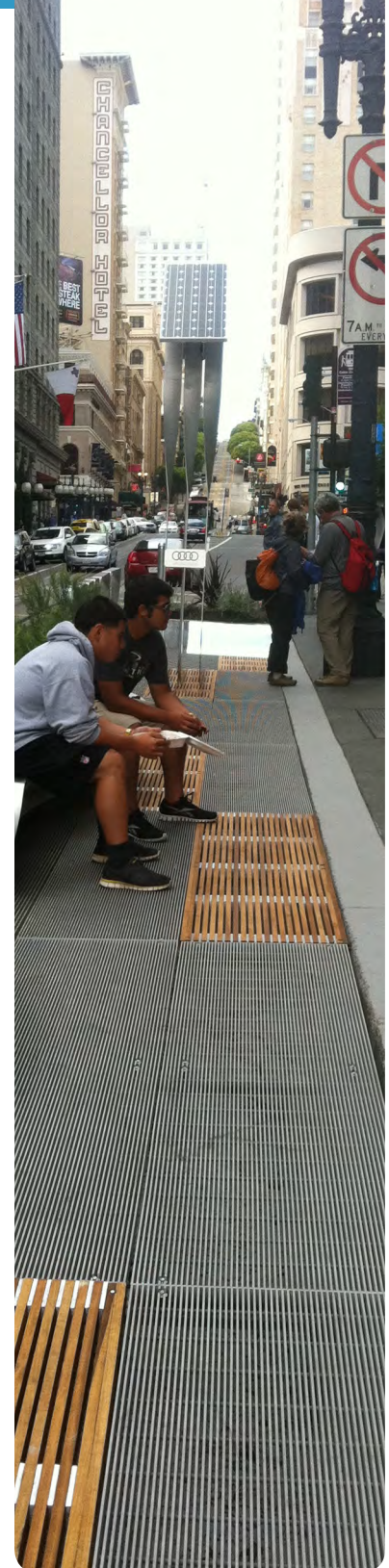
Understanding and Approach

The successful city of the 21st Century will be replete with non-motorized, post-fossil fuel travel options. Citizens of the world do not want to sit in bumper-to-bumper traffic. They do not want to walk in mud, nor feel threatened while on a simple bicycle ride to work. They will move to and live in cities that provide the tools for creative interactions, economical living and healthy commutes. We know that, by whatever moniker, all streets need to be complete. We walk, play, cycle, take the bus, sit, drive, park, stand and chat, all within the public right-of-way, a.k.a, the street. Hence, any street that contributes to the everyday uses of society must accommodate all users.

We understand that transportation is a complex system where a “one-size fits all” approach does not work. We understand what works, and what does not. We know how to transcribe a pedestrian-first policy into traffic signal design. We know how to analyze traffic patterns to make them more efficient and safer. We know where cycletracks work best. We know the best way to design a bus stop. Above all, we know that street design is an iterative process; one that can always improve.

Street design is a compromise, and everyone is competing for limited right-of-way. Yet, you would not want to simply build all streets at 80 feet wide. Instead, streets within different contexts can prioritize certain users. In urban areas, the first priority should be foot traffic, then cycling, transit, and auto. By priority, we mean safety and comfort. A well-designed street feels welcoming to a 10-year-old and an 80-year-old.

NACTO’s USDG will be an important document that will not only need to go beyond transportation. Streets constitute a significant share of the available public realm, and as such, have the opportunity to have a significant impact on wellness, recreation, economic development, and interaction with public spaces, among many other factors. More than ever, a Street Design Guide must be much more than a document that describes street sections; instead, it needs to thoroughly consider multiple factors to ensure that the end product best meets the needs of the community and provides for all types of users.



The development of a guide is not a straightforward task. It requires an understanding of multiple levels and layers of considerations, priorities, and challenges. Designs need to consider a street's role in the network, land use, and local conditions. Our approach in developing the USDG carries one key goal: implementation of multimodal streets at the national level. The guide's contents will be highly illustrative and be understandable by policymakers, politicians, and members of the public alike. In addition to being a tool for street design, the guide will contain an educational component that describes the pros and cons of different types of street treatments in differing contexts. The document will provide design flexibility and protocols for exceptions. Given the continual drying up of public funds, the USDG will provide guidance on construction, upkeep, and maintenance.

For decades, under the influence of transport engineering and our own architectural conceptions, we have thought of the city as a system of urban places linked by movement channels. By implication this has separated movement from place. It is now clear that movement is intrinsic to place, and the life of places is largely a function of how it is embedded in the larger scale spatial pattern of the city and movement potential it creates.

— Bill Hillier, "The Golden Age for Cities? How we design cities is how we understand them", *Urban Design*, Issue 100, 2006

Our proposed approach to the USDG consists of a core team of Nelson\Nygaard, CD+A, and Blinktag, supported by reviewers Michael Ronkin and Reid Ewing. We have found that for projects encompassing such a wide variety of issues and elements, convening an expert panel who we can draw upon for advice or deliverable review expands our product's applicability and soundness. For example, a hurdle many cities face when implementing non-motorized street design is concerns about municipal liability when installing a bicycle lane or sidewalk.

Our expert panel includes Janine Bauer, Esq., a trial lawyer who also knows transportation regulations and what will and will not create risk of liability. Policy support for multimodal streets is crucial; nothing gets built if the business-as-usual does not change. Thus our panel includes Barbara McCann, former head of the Complete Streets Coalition. We have used expert panels in past projects, including the Abu Dhabi Urban Street Design Manual, and find that having this "bullpen" of experts adds another layer of definitiveness to our products.

We see this project in several distinct pieces that also are intrinsically interconnected:

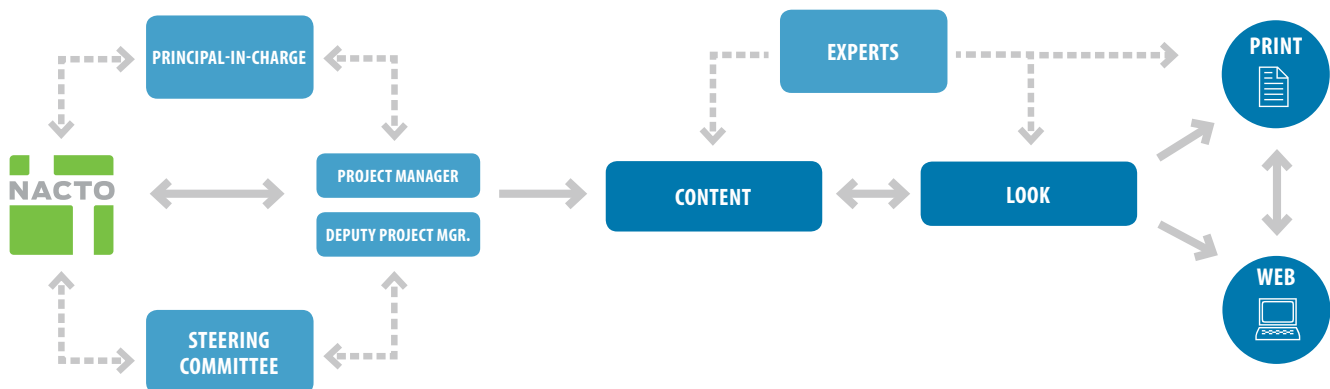
- NACTO is the client and supported by the Steering Committee
- Nelson\Nygaard is responsible for developing CONTENT, including the critical design issues, street typologies, and intersection designs. CD+A will also review and inform pieces of the content, most notably, the street typologies.
- CD+A and Blinktag will create the LOOK of the USDG. The two firms will work in very close coordination to ensure a unified feel to the print and web versions.
 - CD+A will lay out the full PRINT version
 - Blinktag will design the WEB version
- REVIEWERS Michael Ronkin and Reid Ewing will examine interim deliverables and especially help inform the draft content in Phase I.



- The EXPERTS will inform — as needed — both the CONTENT and the LOOK, with an eye toward technical soundness, user-friendly interface, and document organization. Our experts and their areas of expertise are:
 - Janine Bauer, Esq. – Liability and legal framework
 - Joe Gilpin – Bicycle facilities and coordination with the NACTO Urban Bikeway Design Guide
 - Paul Lippens – Implementation
 - Barbara McCann – Policies
 - Gerry Forbes – Road safety
 - Norm Garrick – Engineering and policies
 - Peg Staeheli and Dave Rodgers – Green streets and infrastructure
 - Toni Griffin – Equity and Environmental Justice

A street design guide requires concise text, detailed graphics, and an easy-to-follow format. We suggest producing a 100–200 page USDG, with each street type and intersection receiving a double-sided 11” x 17” spread and each critical issue, 3-4 pages. Certain issues that need further detail will receive their own pages. The idea is that one can obtain all relevant information in a single place. This topic will be further discussed with NACTO upon project initiation.

NACTO USDG Flow



Team

Nelson\Nygaard

Nelson\Nygaard provides a full range of transportation planning and traffic engineering services. We design transportation systems, evaluate operations, prepare travel demand forecasts, and develop trip reduction strategies to support our clients' efforts to build better communities and maximize mobility. Our multimodal approach sets us apart from our peers. Nelson\Nygaard is a unique firm that has always placed an emphasis on balancing the needs of bicyclists, motorists, pedestrians, and transit.

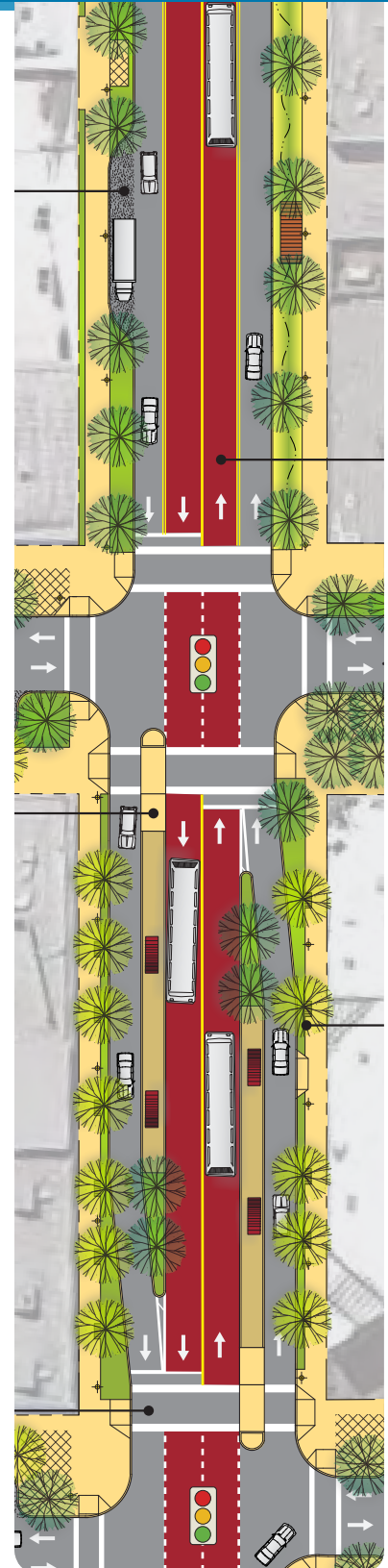
Rick Chellman, PE, Principal-In-Charge

Principal Chester "Rick" Chellman spearheads our team's understanding that urban streets are among the most complex of public spaces. He understands and has demonstrated that too many streets in the U.S. were "designed" as traffic corridors that just happened at times to be used by pedestrians and bicyclists; with these latter modes accommodated only as vexations by otherwise well-intentioned traffic engineers.

Rick has more than 30 years experience in civil engineering, engineering consulting, traffic engineering, detailed complete streets design and street design history research. In recent years he has also worked extensively on the engineering and traffic engineering aspects of Traditional Neighborhood Development, and New Urbanism, particularly in connection with the matters of street design, vehicular and human-powered traffic control, and external transportation connections worldwide.

Michael King, RA, Project Manager

Principal Michael King designs complete streets and calms traffic, having worked at the intersection of transportation and urban design globally for over 20 years. He has helped write design guides, policy, procedures and manuals for New York City, Chicago, San Francisco, Abu Dhabi, ITDP, and New Jersey DOT. He brings a designer's eye and training to bear on often intractable transportation issues. He lives and breathes in Brooklyn.



Michael Moule, PE, PTOE , Complete Streets Advisor

Principal Michael Moule has over 18 years of progressive traffic and transportation engineering experience, including traffic calming, conceptual design for “Complete Streets,” and planning improved bicycle and pedestrian facilities. His projects accommodate all modes of transportation in order to help cities and states meet their mobility, economic development, safety, and quality of life goals. He has significant innovative design experience and specializes in improving conditions for non-motorized users without degrading motor vehicle capacity. Michael routinely leads community planning processes and training sessions to give citizens the basic skills they need to develop and review street design solutions.

Karina Ricks, Programming & Media Advisor

As the former second-in-command for the District DOT in Washington, D.C., Principal Karina Ricks understands how to implement change at the state level. Karina is a creative and candid planner and policy leader with 20 years experience in the public and nonprofit sectors at the city, state, and national levels, as well as internationally. Karina has led multiple plans that have built or revived dynamic, diverse, walkable, and prosperous neighborhoods and communities. Her career has encompassed and united multiple disciplines, including transportation, public finance, land use planning, economic revitalization, community development, and environmental excellence. She prides herself in creating holistic policies and balanced, implementable, realistic, and affordable solutions for cities and communities.

Much of the technical vocabulary regarding transportation and traffic engineering was developed in the 1950s and 1960s...The 1950s and 1960s represented a unique period in transportation history.

The bias of the adjective, alternative, exists due to the inherent assumption that these other modes are not ordinary or are odd in some way. The people who use the terms assuming that the audience will automatically understand the intended inferences show further bias.

— West Palm Beach, FL
Transportation Vision, 1997

Jeffrey Tumlin, Policy Advisor

Principal Jeffrey Tumlin is an owner and sustainability practice leader. During the past 19 years, he has led station area, downtown, citywide, and campus plans, and delivered various lectures and classes, in 20 U.S. states and five other countries. His major development projects have succeeded in reducing their traffic and CO2 emissions by as much as 40%, and accommodated many millions of square feet of growth with no net increase in motor vehicle traffic. These projects have won awards from the General Services Administration, American Planning Association, American Society of Landscape Architects, Congress for the New Urbanism, and Urban Land Institute. He is the author of *Sustainable Transportation: Tools for Creating Healthy, Vibrant and Resilient Communities*, published by Wiley in February 2012.

Stephanie Wright, AICP, Lead Planner

Senior Associate Stephanie Wright is a multimodal planner with a focus on transit and pedestrian facilities. Stephanie has completed non-motorized data collection and Level Of Service analysis at transit stations, corridors, and CBD's in New Orleans, East Falls Church, VA, and College Park, MD. She completed a multimodal level of service analysis around a proposed new train station in Fairfax, VA to evaluate non-motorized projects that will improve access to the station. As part of the Washington, D.C. region's Great Streets program, she developed evaluation criteria to assess designs for Minnesota Avenue and compiled a research document supporting the team's scoring of the criteria. In 2011, she managed a project addressing physical and behavioral issues leading to pedestrian injury and fatality at and near bus stops in northern New Jersey. Stephanie has assisted in numerous design charrettes in Abu Dhabi, United Arab Emirates, eastern Long Island, and New York City.

CD+A

Community Design + Architecture, is an urban design, planning, and architecture firm based in Oakland, California. CD+A collaborates with our clients, the communities they serve, and our colleagues to plan, design and implement sustainable regions, neighborhoods, streets and public spaces. CD+A develops innovative solutions and uses state of the art tools to help communities shape their future to contribute to a more sustainable world. The goal of the firm is to guide public policy, design, and development to create regions, cities, neighborhoods, and built environments that are sustainable in terms of:

- Context sensitive, multimodal transportation improvements
- Placemaking through high-quality streetscape and urban design
- Linkages between land use patterns and transportation systems
- Integration of natural and built environments
- Short-term as well as long-term goals and needs
- Support for community and social welfare

Major design guidance documents developed with CD+A as lead authors or in a key role include the *ITE Recommended Practice – Designing Walkable Urban Thoroughfares: A Context Sensitive Approach* (lead urban design consultant); Portland Metro's *Green Streets Manual* (lead authors); Abu Dhabi *Urban Street Design*

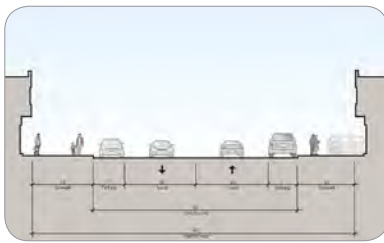


CD+A played a major role in organizing, creating materials for, and conducting several rounds of well-attended public workshops and open houses that allowed community members to offer information about the Grant Road area, to design their own street cross sections, and to comment on design concepts. This led to broad community support for the Task Force's Recommended Alignment.

Manual (contributors); and the *San Francisco Better Streets Plan* (lead authors), which has received national and local awards from the Congress for the *New Urbanism and the American Planning Association*.

Thomas Kronemeyer, Associate Principal

Thomas is an urban designer with a background in city planning and landscape architecture. His professional experience includes development of design guidelines for multimodal streets, streetscapes, and transit facilities. The design of complete streets and livable places and their sensitive integration into the existing urban fabric are at the core of Thomas’ professional work and research. He was a contributor for ITE’s *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach* and ITE’s *Proposed Recommended Practice Planning Urban Roadway Systems*. For CD+A he worked on the Abu Dhabi *Urban Street Design Manual*, the Marin TPLUS *Pedestrian and Transit-oriented Design Toolkit*, and other design guidance documents. Street design projects are a focus of Thomas’ work, with experience ranges from conceptual design to construction documentation. This has enabled him to utilize and evaluate design guidance and best practices developed by CD+A and others under “real world” circumstances.



Before



After

Bayview, San Francisco: CD+A created an improved streetscape treatment that balanced parking requirements with pedestrian-friendly sidewalks.

Philip Erickson, AIA, President

Phil is a planner, urban designer, and architect with extensive experience in current best practices in context-sensitive and multimodal street design. A primary focus of Phil’s practice is in the reshaping of older arterial and other car-dominated urban streets into more pedestrian- and bicycle-friendly and transit-oriented environments. Phil lectures throughout the country regarding land use and transportation issues and was the lead urban design contributor for the ITE Recommended Practice *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*.

He is also involved in the Congress for the New Urbanism’s Sustainable Transportation Network initiative. Phil is currently involved in the City of Tucson’s efforts to redesign two major arterials into more pedestrian-oriented, revitalized, mixed-use corridors, putting into practice the concepts, strategies, and tools developed for the guidelines and manuals CD+A has worked on over the years.

Jonah Chiarenza, Project Urban Designer

Jonah is an urban designer with a background in project architecture, urban design and planning with a focus on Smart Growth and green design. His work at CD+A includes the development and illustration of design concepts for urban streets and spaces, and the configuration buildings that support pedestrian activity, transit accessibility, and feature sustainable, green-building techniques, including low-impact stormwater management practices. Jonah leads CD+A's development of illustration techniques, simulation rendering, and 3D modeling of conceptual architectural and urban designs. His broad professional and academic experience is unified by strong and expressive graphic abilities, and excellent written, editorial and verbal communication skills. Jonah has studied urban design in Copenhagen, Stockholm, Berlin, Amsterdam, Helsinki and Istanbul, leading tours for students of design.

BlinkTag

BlinkTag is a San Francisco based, full-service web development firm. BlinkTag specializes in making the web easy for professionals in the fields of city planning, transportation, community development, and real estate. The firm's background in transportation combined with expertise in technology gives them the ability to make meaningful web applications with a user experience that is relevant to the site content. BlinkTag uses flexible, open-source technology complimented with web-based third party services to build elegant, maintainable web applications.

BlinkTag also focuses on online mapping. Experience ranges from helping a poor neighborhood in New Orleans plot abandoned properties, to advertising real estate for sale in San Francisco to creating an interactive mobile application that shows you how to get around via bike. In addition, BlinkTag has delivered results on mobile platforms. Their AnyStop App for Android is one of the most powerful and comprehensive mobile travel applications in use. The application currently has over 200,000 active users and supports 140 transit agencies.

Brendan Nee

By the time he co-founded BlinkTag Inc. in 2007, Brendan had already developed a reputation as a talented freelance web designer. Brendan's academic background is in transportation

By the 1990's "...the isolated pursuit of architectural form had become both plausible and respectable in schools and in practice." One byproduct is architecture ignoring "... what often appear[s] to be overwhelming related transportation problems."

— Moshe Safdie, *The City After the Automobile*, 1997

engineering and planning, giving him a unique sensitivity to issues of design and user interface in addition to a solid set of programming and other technical skills.

Since the company's inception in 2007, he has helped build a client base of over sixty organizations, including public agencies such as the Bay Area Rapid Transit (BART), the Public Broadcasting Service (PBS), ARUP, the Governor's Office of Emergency Services, 511 Contra Costa, and the Bay Area Water Supply and Conservation Agency (BAWSCA), and non-profit planning advocacy groups (TransForm and the Irvine Community Land Trust). In addition, he has worked on interdisciplinary planning teams in Oakland, New Orleans, London, England, and Jiaying, China. He is primarily interested in ways that web-based tools can be used by planners, principally through open data, online mapping and open source web applications.

Trucy Phan

Trucy co-manages all projects with Brendan, and has developed particular expertise in graphic design, user experience, social media and front-end web development. Trucy has managed design projects for ARUP, the Bay Area Rapid Transit (BART), the Public Broadcasting Service (PBS), and 511 Contra Costa. Before joining BlinkTag, Trucy worked as a researcher at Lawrence Berkeley National Laboratory

Michael Ronkin

Michael Ronkin worked for the Oregon DOT from 1984 to 2006. He spent the first five years in construction, where he learned the basics of highway design and road building. From 1989 to 2006, he served as the bicycle/pedestrian program manager, where he helped shape ODOT's proactive pedestrian and bicycle policies.

Michael now has his own consulting firm, and he is a nationally acknowledged expert in designing streets to better accommodate pedestrians and bicyclists. He can help citizens achieve their goals of place-making, building livable communities, and reaching consensus on critical design issues. Michael regularly offers training courses to engineers and planners, and addresses a variety of audiences on the need to ensure our cities and streets are planned and built with people, not just cars, in mind.

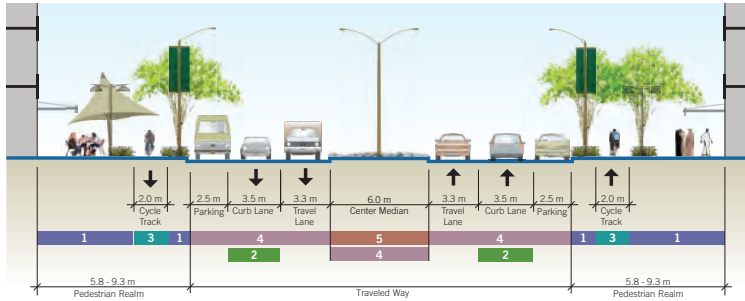
[W]e should raise our sights for the moment. What could a residential street—a street on which our children are brought up, adults live, and old people spend their last days—what could such a street be like?

— Don Appleyard, *Livable Streets*

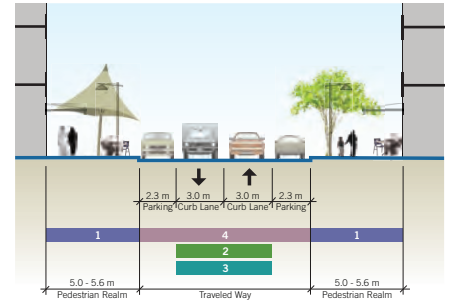
Reid Ewing

Reid Ewing, Ph.D., is a Professor of City and Metropolitan Planning at the University of Utah, associate editor of the Journal of the American Planning Association, and columnist for Planning magazine. His street design work includes: context-sensitive highway design guidelines for New Jersey DOT; pedestrian-and transit-friendly design guidelines for Florida DOT; and lead author of the U.S. Traffic Calming Manual for the American Planning Association and American Society of Civil Engineers. He has also advised on street standards in Charlotte, San Diego, Delaware, and New Jersey.

Standard City Avenue



Standard City Street



Street Design Elements

1 Pedestrians
Section 5.6

2 Transit Users
Section 5.7

3 Bicyclists
Section 5.8

4 Motor Vehicles
Section 5.9

5 Medians
Section 5.8.9

Street cross sections from the Abu Dhabi Urban Street Design Manual. Team included Nelson\Nygaard and CD+A

Team Expertise & Roles

The following matrix displays the lead team member on each task and level of involvement of the supporting members.

Personnel		Tasks									Primary Responsibilities
Name	Firm	Annotated Outline	Web Development Specifications & Mock-Up	Develop Draft Content for 3 Types	Develop Draft Content for 2 Critical Design Issues	Print Format for USDG	Full Content Development	Layout of Print Guide	Webiste Roll-Out and Media Work and Support		
Rick Chellman, PE Principal in Charge	NN	○	○	●	●	○	●	○	○	Presentations, oversight, extant policies Coordination with Team, NACTO, Steering Committee	
Michael King, RA Project Manager	NN	● Task Leader	○	● Task Leader	● Task Leader	○	● Task Leader	○	○	Primary USDG author	
Michael Moule, PE, PTOE Complete Streets Advisor	NN			○	●		●			Advisor for accessibility, maintenance, construction	
Karina Ricks Programming & Media Advisor	NN			○	○		○		●	Policy review, Programming, Media	
Jeffrey Tumlin Policy Advisor	NN			○	○		○			Policy Review	
Stephanie Wright AICP Lead Planner	NN	●	○	●	●	○	●	○	○	Content Development for streets and intersections	
Paul Supawanich LEED AP Project Planner	NN	●		●	●		●			Content Development for streets and intersections	
Thomas Kronmeyer Graphic Lead	CD+A		○	○	○		○ Task Leader		○ Task Leader	Oversee all graphic creation Interface with Web design	
Phil Erickson Content Assist	CD+A						●		●	Graphic creation	
Jonah Chiarenza Graphic Support	CD+A						●		●	Develop Content	
Brendan Nee Web Designer	Blinktag		● Task Leader	○	○	○	○	○	○ Task Leader	Head web designer	
Trucy Phan Web support	Blinktag		●						●	Web support	
Michael Ronkin Training Advisor; Reviewer	Michael Ronkin			●	●		●			Content reviewer	
Reid Ewing Traffic Calming, CSS; Reviewer	Reid Ewing			●	●		●			Content reviewer	

● Leader

○ Support

Expert Panel

Street design is an iterative process, and it can always be improved. We have convened an expert panel who will be relied upon for advice and review of products as needed. These experts all bring specialized knowledge to street design and experience from across the country.

Janine Bauer, Esq. — Liability and Legal Framework

An avid bicyclist since she was five, Janine G. Bauer, Esq., is now a lawyer and partner with the law firm Szaferman, Lakind, P.C., in Lawrenceville, New Jersey. She focuses her practice on environmental, land use and transportation matters. She is general counsel to the APA-NJ Chapter and a “grass-tops” volunteer with AARP, where she has lobbied the Congressional delegation to sign onto the national Complete Streets bill. From 1993–2003, Janine was the executive director of the Tri-State Transportation Campaign, a leading nonprofit group headquartered in New York City, where she advocated for more capital investment to create a seamless, sustainable, transit-oriented transportation network. An early fan of “road diets” and traffic-calming, rather than highway capacity expansion, promoting Complete Streets was a natural fit for Janine’s advocacy because the concept accommodates all users, not just motorized users. Blending her trial lawyer abilities and intimate knowledge of transportation regulations and guidance allows her to opine with confidence to clients and audiences about what may, and what won’t, create risk of liability for public entities and their engineers and planners, when designing complete streets.

Joe Gilpin — Bicycle

Joe is one of Alta’s experts in bicycle and pedestrian facility design. Joe managed the development of both modules of the NACTO Urban Bikeway Design Guide and has worked on design guidelines for several NACTO Cities including Los Angeles and Chicago. In Addition Joe brings international perspectives having worked on facility design and design guidelines in Mexico, Canada and on the Arabian Peninsula.

Paul Lippens — Implementation

Paul Lippens, Senior Planner with Active Trans, specializes in complete transportation systems and multimodal facility design. Paul’s project approach uses direct communication, event planning, and surveying to substantively engage colleagues and communities. The products his teams create reflect the values of each community, with outcomes that guide procedural, regulatory, and environmental changes. Paul uses graphical communication and egalitarian technologies for inclusive planning. An enthusiast of urban streets, his practice examines the interconnections between transportation design, living ecosystems, and economies.

Barbara McCann — Policy

Barbara McCann of McCann Consulting coined the term Complete Streets, founded the National Complete Streets Coalition, and served as its Executive Director for seven years as policy adoption accelerated around the country. She developed the policy concept and engaged a wide variety of national organizations in promoting its dissemination, including AARP, the Institute of Transportation Engineers, and the YMCA. She co-created the Complete Streets Workshop program and speaks widely. She is the primary author of *Complete Streets: Best Policy & Implementation Practices* and co-author of the *AARP Public Policy Institute’s Planning Complete Streets for an Aging America*.

Gerry Forbes — Safety

Gerry Forbes of Intus, in Canada, is also a Fellow of the Institute of Transportation Engineers and is a leader in road safety in North America. He works with the Federal, State, and Municipal Government on policy/guideline development, and on assessing the relative safety of road designs and traffic control schemes at a project level. Gerry is a professional engineer who frequently consults with municipal road authorities on how to best maintain or improve the safety performance of their facilities/systems while being inclusive of all road users. He is a member of the Transportation Association of Canada’s Geometric Design Standing Committee, and has taught geometric highway design at McMaster University for a number of years.

Norm Garrick — Policy

Norman Garrick is Associate Professor of Civil Engineering at the University of Connecticut. Dr. Garrick is also a member of the national board of The Congress for the New Urbanism (CNU) and co-chair of CNU’s Transportation Task Force. He specializes in the planning and design of urban transportation systems, including transit, streets and highways, and bicycle and pedestrian facilities, especially as they relate to sustainability, placemaking and urban revitalization. His writings on sustainable transportation and urban planning, street and street network design, and parking policies have been widely disseminated both to an academic audience and to the wider public in outlets such as *The Atlantic*, *Planetizen* and *New Urban News*. He is a 2008 recipient of the Transportation Research Board’s Wootan Award for Best Paper in policy and organization.

In addition to his academic and research career, Dr. Garrick has worked as transportation consultant on a number of design charrettes, nationally and internationally, including urban revitalization projects with the Prince of Wales Foundation in Kingston, Jamaica and Freetown, Sierra Leone. In 2004, he was a recipient of a Fulbright Fellowship to Kingston, Jamaica. This year he was a visiting professor at the Swiss Federal Institute of Technology (ETH) Zurich and a lecturer in Oxford University’s Masters of Sustainable Urban Planning Program.

SvR — Green Streets

SvR Design Company is a planning and design firm that integrates the skills of civil engineers and landscape architects to analyze, plan, and frame innovative and environmentally responsible solutions for public and private clients.

Peg Staeheli, PLA, LEED AP, is President and a Founding Principal of SvR. For 33 years her work has included high profile urban renewal projects involving the planning and design of miles of roads, alleyway, sidewalks and connections to transit and community facilities. Peg has been successful in creating alignments that not only improve safety, but also enhance or preserve the natural environment. Whether through saving significant trees or improving water quality through natural drainage systems, Peg has been in the forefront of balanced solutions for the community and the environment. She has presented on sustainable approaches to design and construction, encouraging a shift in our industry at various venues including APWA, ASCE National Low Impact Development Conferences, EPA Smart Growth and the Society for Ecological Restoration.

Dave Rodgers, PE, LEED AP, is a Principal Civil Engineer at SvR where he focuses on complete street and environmentally responsible design. He manages street, pedestrian, bicycle, and transit access projects, integrating green stormwater infrastructure into roadway elements. He brings an understanding of the AASHTO standards, geometric design and the safety and use issues that influence multi-modal implementation success. Dave has been involved in high-profile Seattle projects including the Vision 20/20 award-winning Chief Sealth Trail, the Burke-Gilman Trail 11th Ave NW to NW 54th Street and implementation of Seattle Bicycle Master Plan elements. He is a co-author of *Living Streets: Strategies for Crafting Public Spaces*.

Toni Griffin — Equity

Toni L. Griffin was recently named Professor and Director of the J. Max Bond Center for Architecture at the Spitzer School of Architecture at the City College of New York and maintains an active private practice, Urban Planning and Design for the American City, whose clients have included the cities of Newark, NJ and Detroit, MI. Prior to returning to private practice, Griffin was the Director of Community Development for the City of Newark, New Jersey, where she was responsible for creating a centralized division of planning and urban design, and produced *Shifting Forward 2025*, the city’s first master plan re-examination in nearly a decade. Other past leadership roles include Deputy Planning Director, Office of Planning, Washington, DC; Director of Design, Anacostia Waterfront Corporation, Washington, DC; Associate Partner, Skidmore, Owings & Merrill, LLC, Chicago, IL.

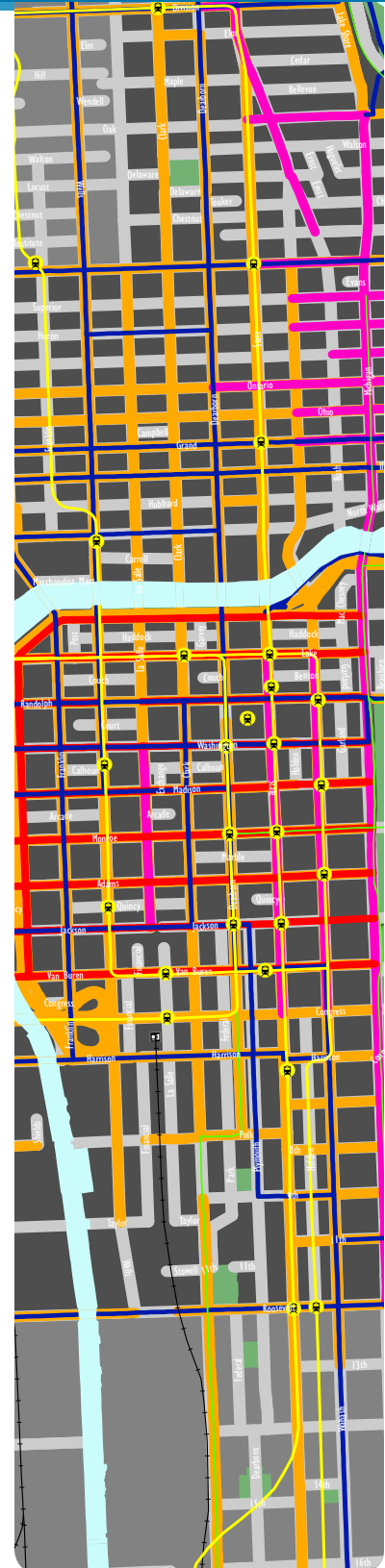
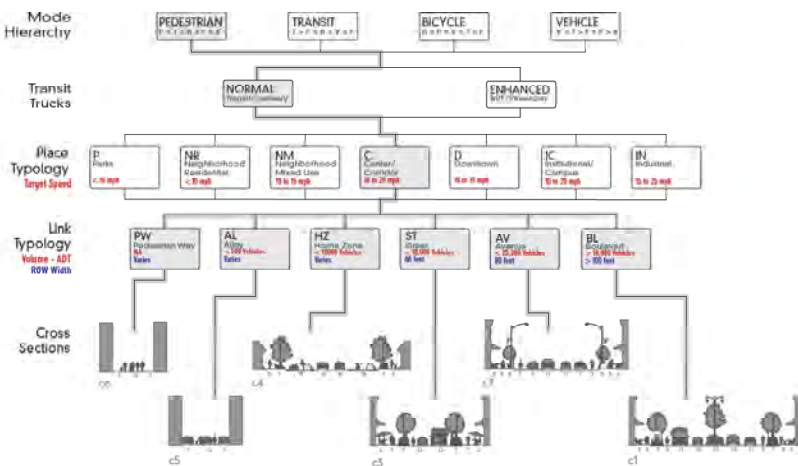
Relevant Projects

Nelson\Nygaard

City Of Chicago — Complete Street Design Guide And Policies (2011–Present)

Nelson\Nygaard is currently under contract with the City of Chicago to develop Complete Streets Design Guidelines and Policies to streamline and prioritize the implementation of Complete Streets. The City has recently stated its bold goals in terms of making its streets friendlier for bicycles and pedestrians while also making a concerted effort to ensure its surface transit system can move about the City efficiently. The intent of the work is to provide a foundation for these shifts in terms of design and policies.

The project is a model example of a comprehensive planning approach that has included practitioners from the City’s public health department, planning and economic development, and numerous transportation divisions to ensure a final product with a shared and understood vision for all. The project is slated to be complete by the summer of 2012. The Active Transportation Alliance is assisting on the project.

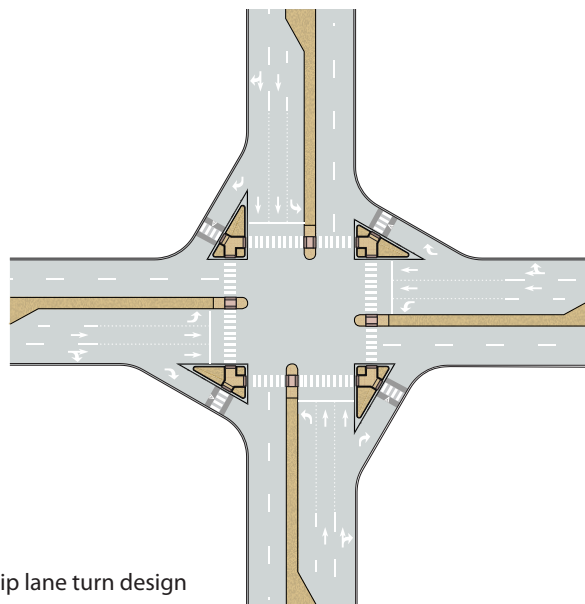




Abu Dhabi Urban Street Design Manual (2009-2010)

In 2010, the Abu Dhabi Urban Planning Council adopted the Emirate’s 1st Urban Street Design Manual, with help from a team that included Nelson\Nygaard and CD+A. Nelson\Nygaard led the writing and editing of the document, which provides clear, context-based design guidance for all streets in the Emirate, with an emphasis on safety, walkability, and connectivity.

To test the manual, Nelson\Nygaard developed detailed street designs for three major streets in the city’s Central Business District. A training program for the city’s engineering staff was also developed and implemented.



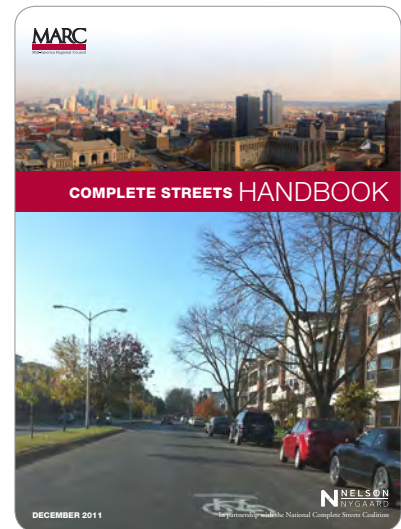
Right slip lane turn design



Kansas City Complete Streets Handbook

Nelson\Nygaard developed a *Complete Streets Policy Handbook* for the Mid-America Regional Council (MARC). This handbook provides policy and technical assistance to a range of communities interested in implementing complete streets in the greater Kansas City region.

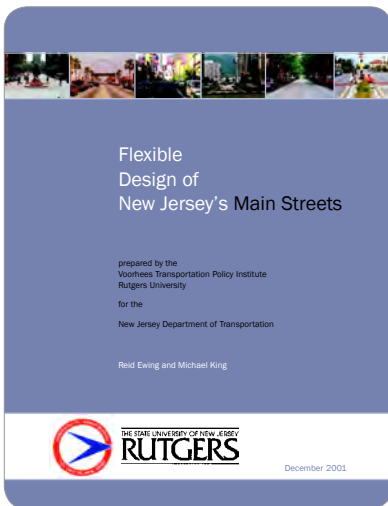
Nelson\Nygaard conducted numerous focus groups with local jurisdictions and MARC staff in order to understand what type of guidance would best assist local communities. Based on the findings of these focus groups, the handbook was tailored to provide specific policy best practices, case studies, and real-world examples of complete streets implementation from around the country.



New Jersey Main Streets Flexible Design (1999–2003)

Prior to joining Nelson\Nygaard, Michael King, in collaboration with Reid Ewing, investigated the importance of flexible design policies and standards for highways that serve as main streets through communities. The goal was to identify and recommend changes in the project delivery process so that main streets could retain their small town feel while providing requisite access and continuity. The heart of the project was made up of 10 detailed case studies from the Northeast and five nationwide. Unlike similar surveys, these case studies delved into the specific details that drive geometric design and performance standards. The team developed a new set of main street design guidelines.

Parallel to this project, NJDOT updated and revised their roadway design manual. A phrase coined in Nelson\Nygaard’s project, “proactive roadway design,” is in the preface to the new manual. Another outgrowth of the project was a visual preference survey of 50 main streets across New Jersey. This provided NJDOT a tool to define main streets via traffic and street characteristics.





South Grand Boulevard Road Diet, St. Louis, MO (2009–2010)

Nelson\Nygaard, on a team led by Design Workshop, produced a corridor master plan which included a “road diet” for a six block section of South Grand Boulevard. The work was part of the Great Streets Initiative and included economic, traffic, parking, streetscape, landscape, wayfinding, and public engagement components. Construction was completed in 2011.

Nelson\Nygaard prepared the initial conceptual designs and followed through to construction drawing support. Key elements included transitioning the street from four lanes to three, redesigning intersections, mapping bicycle routes, documenting pedestrian behavior, adding crosswalks, adjusting signal timing, and working with the Missouri School for the Blind to incorporate specific needs of their students. The work prioritized retail uses, transit and safety over through traffic which was seen as a hindrance to economic activity and quality of life.

Nelson\Nygaard performed the traffic analysis, including video simulations which predicted the success of the road diet. As a pilot, the city restriped the road with three lanes and demarcated the curb extensions with colorfully painted concrete planters. Before and after analysis of the traffic showed very little change in volume, but noticeable speed and noise reductions.

The American Society of Landscape Architects bestowed a 2011 Honor Award in the Analysis and Planning Category for this project.



Bridge Street Corridor Transportation Network (2011)

With the passage of a progressive vision for the areas around the historic Bridge Street Corridor, the City of Dublin was confronted with a new dense and mixed-use development paradigm that challenged its existing analytical techniques which were previously tailored to central Ohio’s suburban orientation. The City’s vision for the Bridge Street Corridor was to increase walkability, connectivity, green space, and mixed-use districts. Building on this vision, Nelson\Nygaard emphasized the creation of highly walkable neighborhoods with a focus on people, not automobiles.



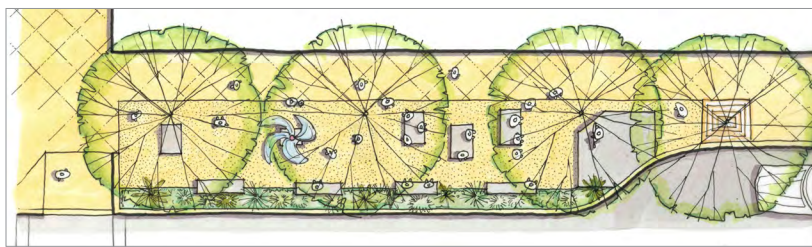
When traditional models suggested that the millions of square feet of development would produce overwhelming vehicle congestion, the City retained the services of Nelson\Nygaard to The second key principle, building complete streets, aimed to make connections between the different districts equally accessible for cars, develop mitigation strategies and an appropriate street network to allow the vision to become reality. Through a charrette process, Nelson\Nygaard developed a refined street network that significantly enhanced connectivity, yet discouraged excessive through movements with well-placed discontinuities, town squares, and changes in roadway cross-section. Multiple “families” of streets were developed and then run through detailed models to help demonstrate the value of the network for reducing congestion and creating pedestrian-friendly streets throughout the Corridor’s neighborhoods. With internal trip capture rates approaching 50%, the analysis had allowed new zoning and development to move forward



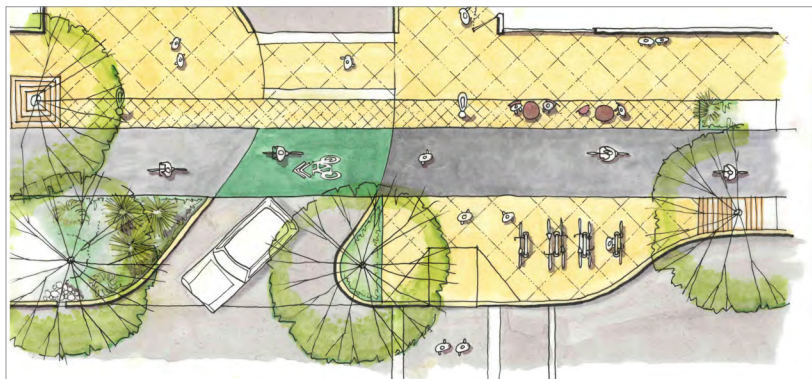
Eastern Neighborhood Transportation Implementation Planning Study (EN TRIPS) (2010–2011)

Nelson\Nygaard Consulting Associates led a multi-agency partnership that included CD+A to develop circulation strategies and transportation improvements for a fast-growing group of neighborhoods covering almost a quarter of the City of San Francisco. Working with community stakeholder and staff from multiple City agencies, the Nelson\Nygaard team developed circulation concepts, corridor project designs, and streetscape plans for five major arterial streets.

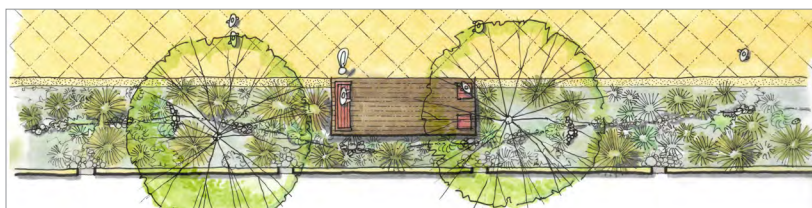
In San Francisco’s fast-growing South of Market District, where established and emerging residential neighborhoods contend with high volumes of vehicle traffic traveling to and from the San Francisco Bay Bridge, the designs provide pedestrian safety, connectivity, and streetscape improvements alongside new separated bicycle facilities. The project also developed robust transit priority treatments for the 16th Street corridor, providing a transit spine linking



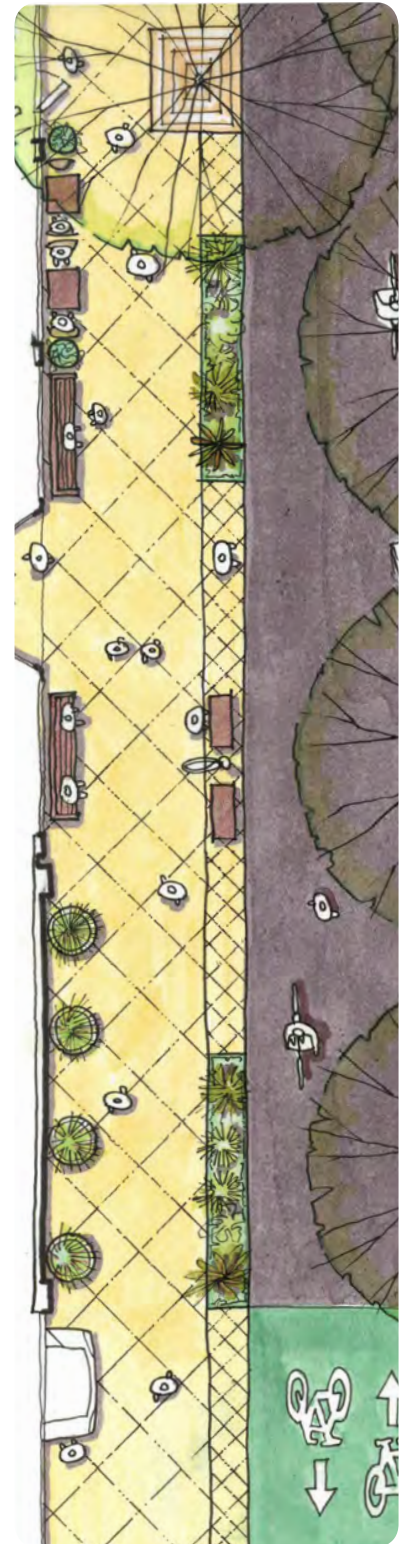
Streetscape design concepts sought to integrate small public spaces into the Eastern Neighborhood streets by making use of sidewalks and bulb-outs.



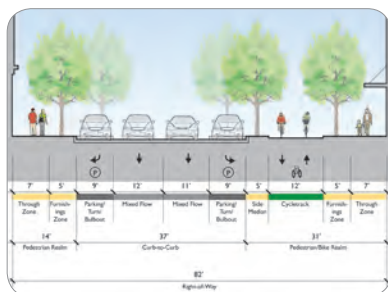
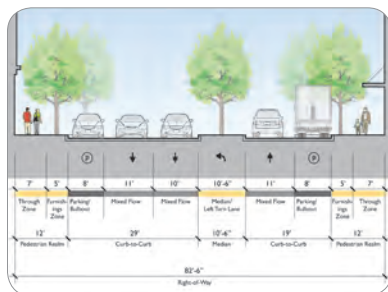
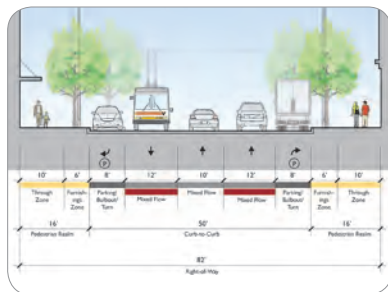
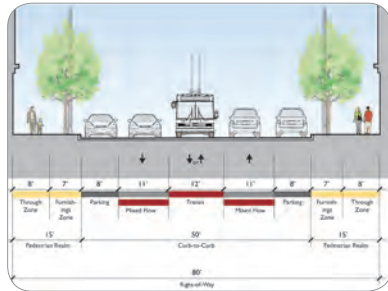
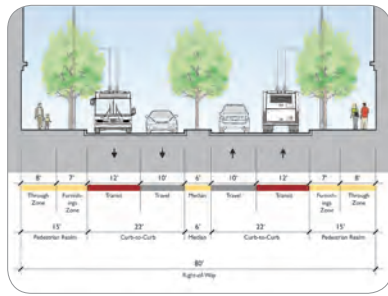
Streetscape designs created “gateways” at the intersections with alleys. These gateways will calm traffic and improve the pedestrian environment.



In parts of 16th Street without many entrances or access points, the streetscape designs proposed large stormwater conveyance features like swales, as well as public spaces within them.



The streetscape design integrates protected bike facilities (“cycletracks”) into the Eastern Neighborhood streets to reduce cyclist conflicts with motorists and pedestrians and enhance the quality of the places along the street.



three established neighborhoods to emerging areas on the City’s eastern waterfront. Finally, several steps were proposed to restore street-grid connectivity in a historically industrial part of the city in order to create new east-west paths of travel for all modes.

The City of San Francisco is now creating a plan for the funding, implementation, and environmental review of these projects. This project was conducted in tandem with CD+A and involved applying the San Francisco Better Streets plan to a neighborhood, reprogramming our designs move from guide to application.

CD+A worked with a multi-disciplinary team to develop transportation solutions to complement recent land use and community planning efforts in San Francisco’s Eastern Neighborhoods. CD+A worked with the team to develop street design concepts for three key corridors: Folsom and Howard Streets; 7th and 8th Streets; and 16th Street. The development of multi-modal transportation improvement alternatives for these corridors addressed such issues as the need for walkable neighborhood commercial districts, the balance of industry and livability, and the improvement of transit and the City’s bicycle network. The design alternatives included innovative concepts such as one- and two-way protected bike lanes (known as “cycletracks”), a dedicated center transitway, and a queue-jump lane for buses. The concepts were specific to the key streets featured, but designed as a kit of prototypical parts that could be applied to other streets as well.

The team solicited input from the public on several alternatives for each corridor to help select the community-recommended alternatives. CD+A then developed a more detailed streetscape concept for each recommended alternative. These streetscape concepts aimed to transform the district’s relatively stark sidewalks into comfortable, pedestrian and bicycle-friendly environments. This was achieved through wider sidewalks, new landscaping, amenities such as lighting and seating, small public spaces, and buffering from moving traffic. A major challenge that CD+A was able to resolve with careful study was how to design the cycletracks in a manner that reduced the potential for conflicts with motorists and pedestrians while capitalizing on these bike facilities’ potential for place-making through landscaping, sidewalk extensions, and other amenities.

The San Francisco MTA will use the design concepts developed to seek funding to implement the improvements on the three key corridors, as well as on other streets throughout the Eastern Neighborhoods district.

This project shows an example of how the Nelson\Nygaard and CD+A team have gone from manual to application - EN TRIPS took the San Francisco Better Streets principles and applied them to a neighborhood.

CD+A

San Francisco Better Streets

Community Design + Architecture was the lead consultant of a twelve-firm, multi-disciplinary team of designers, planners and engineers in developing the San Francisco Better Streets Plan. The Better Streets Plan is a unified design guideline for San Francisco's streets which addresses all street types with standards that: are pedestrian- and transit-oriented, ecologically high-performance, and balance the needs of all of the City's users. Nelson\Nygaard led the community involvement activities and related publicity/promotional efforts.

The CD+A team began with extensive research into best practices in street and streetscape design and stormwater management from peer cities, and the opportunities and constraints of existing San Francisco policy, plans, and codes. Following this, the team developed a street typology matrix to categorize San Francisco streets



Functional and aesthetic improvements result from the manual's guidance for new geometries, better planting, improved streetscape layout, and stormwater infrastructure such as rain gardens and permeable paving.

DISTINCTIVE, UNIFIED OVERALL DESIGN

- Integrated site furnishings (5.8)
- Pedestrian-oriented lighting (6.3)
- Minimize site cluttering (6.5)

SPACE FOR PUBLIC LIFE

- Reclaim excess street space for public use (5.8)
- Safe public seating for neighborhood gathering (6.5)
- Merchant participation (6.5)

PEDESTRIAN SAFETY

- Visible crossings (5.1)
- Slower turning speed (5.2)
- Shorter crossing distances (5.3)

PEDESTRIAN PRIORITY

- Shared public ways (5.8)
- Temporary or permanent street closures (5.8)
- Raised crossings (5.1)

UNIVERSAL DESIGN

- Generous, unobstructed sidewalks (4.2)
- Curb ramps for all users (5.1)
- Accessible pedestrian signals (5.1)

CREATIVE USE OF PARKING LANE

- Flexible use for cafe seating (5.6)
- Permanent mini-plazas (5.3)
- Landscaping in the parking lane (6.1)

ECOLOGY

- Stormwater management (6.2)
- Permeable materials (6.2)
- Streets as habitats (6.1)

EXTENSIVE GREENING

- Healthy urban forest (6.1)
- Expanded sidewalk plantings (6.1)
- Utility consolidation (6.6)

INTEGRATING PEDS AND TRANSIT

- Transit rider amenities (5.5)
- Bus bulbouts and boarding islands (5.5)
- Safe, convenient routes to transit (5.5)

RECLAIMING EXCESS STREET SPACE

- Street parks and new plazas (5.8)
- Traffic circles (5.7)
- Landscaped medians (5.4)

Source: San Francisco Better Streets Plan



into twelve categories based on factors that affect the pedestrian realm, including adjacent land use character and scale, transportation context, and existing and recommended geometries, amenities, and ecological characteristics and opportunities. CD+A completed conceptual designs for the 12 street types including a list of standard improvements and a recommended kit of parts appropriate to each.

The Better Streets Plan serves as a toolkit showcasing technical, contextual, and design considerations related to implementing best practices on San Francisco’s streets. The tools are designed for easy use by a variety of city departments, design professionals, and public advocates. The team also developed a maintenance and management study elaborating upon practices for keeping new streets and infrastructure in good condition to preserve the value of the city’s investments. Additionally, CD+A compiled a list of targeted code revision recommendations to enable future implementation of the plan.

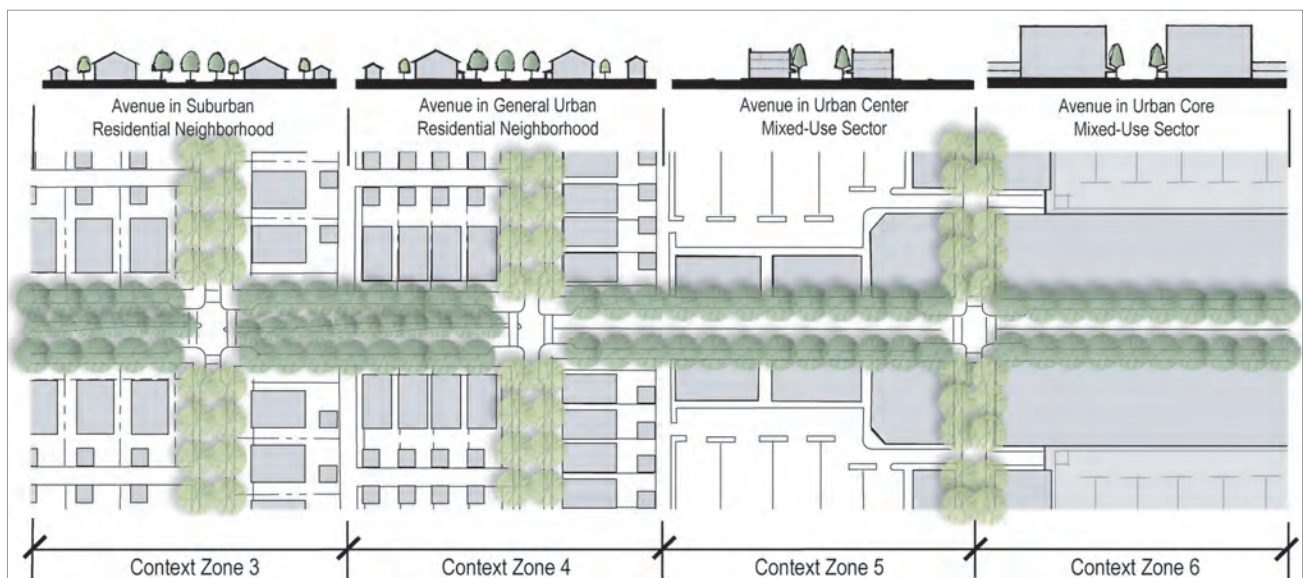
The final plan was adopted by the Mayor and the Board of Supervisors in December 2010, and took effect on January 16, 2011. In 2011, the Better Streets Plan received a CNU Charter Award, an APA California Chapter Award of Excellence Best Practices Award, and an APA California Northern Chapter Best Practices Award.



ITE Designing Walkable Urban Thoroughfares

CD+A was part of a multidisciplinary team that worked for the Institute of Transportation Engineers (ITE) and the Congress for the New Urbanism (CNU) to prepare the *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*, an ITE Recommended Practice (2010) document. CD+A was the lead urban design and land use consultant, and focused on the linkages between thoroughfare design and urban design context, the development of guidance for the design of the pedestrian realm, and the specific relationship between streetscape elements and adjacent land use context.

In the initial stages of work on the manual, the project focused on developing a new major thoroughfare classification system with a finer grain than the conventional system based on principal and minor arterials and collector streets. While this new system of thoroughfares included all types, ranging from freeways to alleys or rear lanes, the guidance provided in the document focuses on three major thoroughfare types: the boulevard and multi-way boulevard, the avenue, and the street. These thoroughfare types are cross-referenced to a set of Context Zones, which build from the Transect developed by DPZ Architects, and include an additional layer of information regarding the predominant land use within a Context Zone. Defining the design process



Building on the Transect developed by DPZ Architects, these Context Zones are cross referenced with three major thoroughfare types and form the basis of Context Sensitive Design.

THOROUGHFARE TYPE	CONTEXT ZONE						
	Natural (CZ-1)	Rural (CZ-2)	Suburban (CZ-3)	General Urban (CZ-4)	Urban Center (CZ-5)	Urban Core (CZ-6)	Districts (D)
FREEWAY	Y	Y	P	P	X	X	P
EXPRESSWAY/PARKWAY	Y	Y	P	P	P	P	P
HIGHWAY	Y	Y	P	X	X	X	P
URBAN ARTERIAL	X	X	Y	P	P	P	Y
MULTIWAY BOULEVARD	X	X	P	P	Y	Y	Y
AVENUE [1]	X	X	Y	Y	Y	Y	Y
CONNECTOR STREET	X	X	Y	Y	Y	Y	Y
STREET	X	X	Y	Y	Y	Y	Y
ROAD	Y	Y	P	X	X	X	P
YIELD STREET	X	Y	Y	Y	P	P	P
MEWS/COURT/WOONERF	X	X	P	Y	Y	Y	P
ALLEY	X	X	Y	Y	Y	Y	P
PATH/PASSAGE	Y	Y	Y	Y	Y	Y	Y

KEY
 Y = Permitted
 P = Provisional; special treatments required; may sometimes be applied at edges of Context Zone
 X = Not permitted
 Shaded cells in Table 1 represent thoroughfare types or context zones which are not addressed in the design guidance.

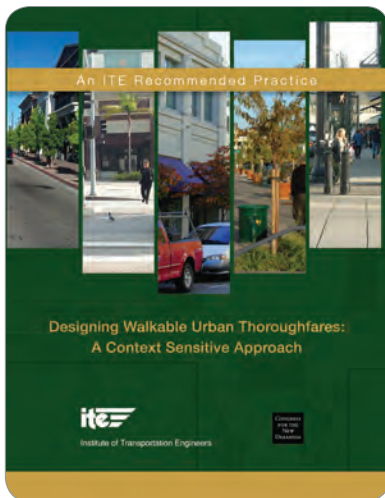
NOTES
 [1] Avenues include pedestrian malls, transit malls, couplets, and triplets depending on transportation functions and context zone
 [2] Main streets can be designated under multiple categories (see design guidance).

Matrix of relationships between thoroughfare types and context zones : the starting point for the context sensitive design framework.

of Context Sensitive Design and providing clear design criteria and characteristics for each combination of thoroughfare type and Context Zone are at the heart of the design guidance.

CD+A’s work on the manual included the preparation of diagrams and other graphics to clearly communicate the urban design framework for designing walkable urban thoroughfares. In addition, the firm focused on design guidance for the pedestrian realm of thoroughfares, which includes the areas beyond the curbs of thoroughfares and the intersections, where all modes of transportation mix. This work drew on CD+A’s extensive experience in streetscape and urban design, and particularly our experience in developing technical and design guidelines for pedestrian accessibility.

The ITE Proposed Recommended Practice version of the document (*Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities*) was published in 2006 and circulated over the following year for use and comment. The final ITE Recommended Practice was published in 2010 under the new title: *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*.

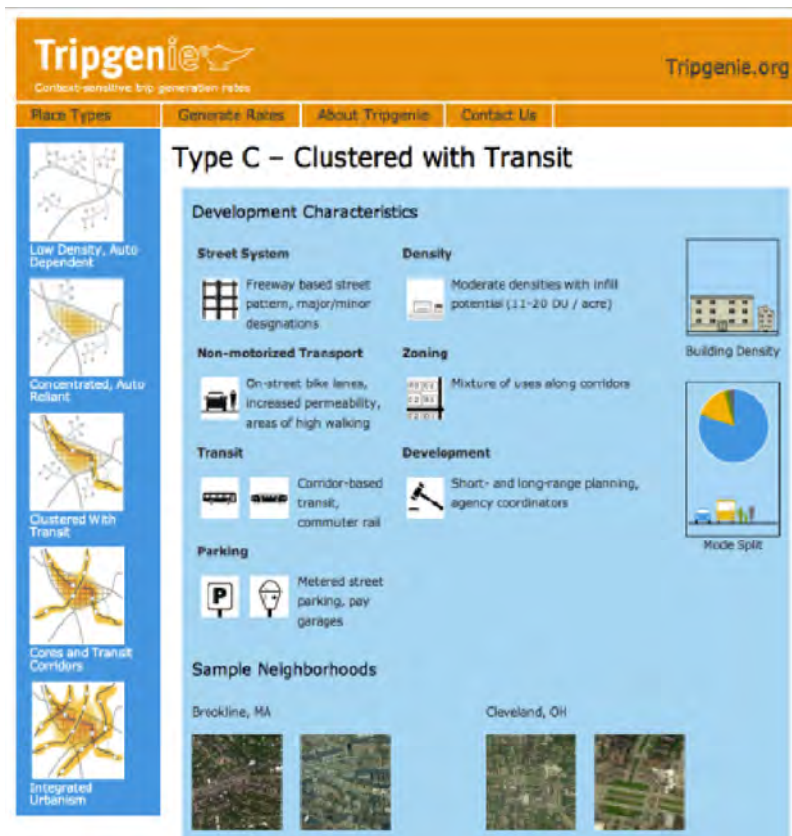


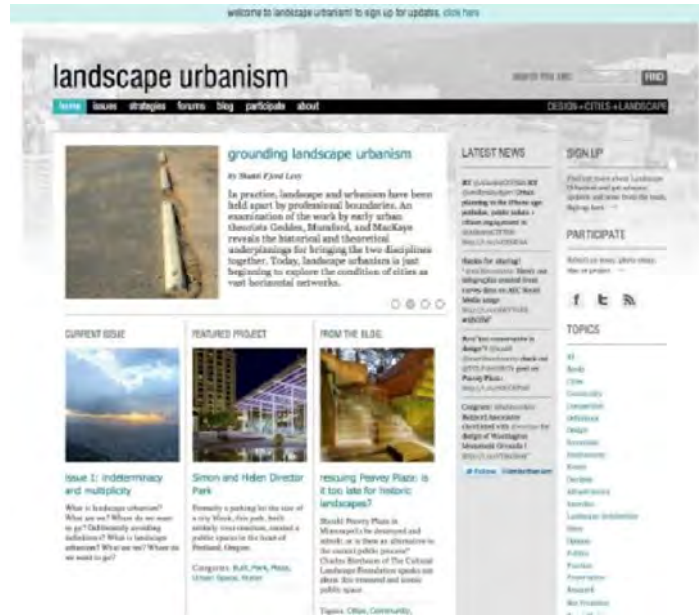
BlinkTag

TripGenie — <http://tripgenie.org>

BlinkTag built a 7-step visual guide that helps a user select their place type based on density, zoning, transit, street grid, sidewalk, bicycle and parking infrastructure information. BlinkTag imported ARUP’s database of trip generation rates to inform the travel demand process with context-specific rates to more accurately predict the number and types of trips generated by diverse land uses. The project goal is to help planners,engineers, developers and public officials save money and resources from the over-allocation of road and parking space as they work to better plan places for people.

Key Feature: The interactive place type wizard helps users determine appropriate place types for their queries by answering some simple questions accompanied by illustrations and photos. Results of the queries are viewable on the web and easily exportable to excel for further analysis.



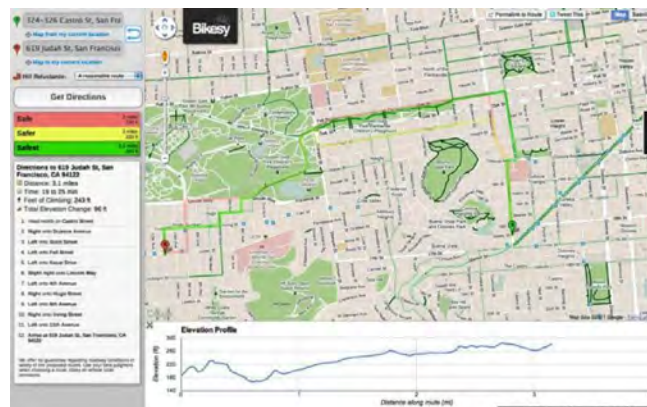


Landscape Urbanism — <http://landscapeurbanism.com>

Landscape Urbanism is a website for and about landscape, architecture, and urbanism. It is a resource and ongoing publication for people interested in cities, landscape, and design. BlinkTag developed the structure for managing, organizing and displaying a multitude of content types, including publications, forums, and projects. BlinkTag also provided additional consultation on the site layout, social media strategies and UI/UX design.

Landscape Urbanism launched in mid-September 2011 and was mentioned in San Francisco Planning & Urban Research (SPUR)’s December 2011 issue.

Key Feature: Dynamic home page elements are pulled in automatically with minimal management by site administrators.



Bikesy.com — <http://bikesy.com>

Bikesy is an innovative and open bike mapping system specially designed to find flat, safe, and fast bike routes anywhere in the SF Bay Area. The site code is completely open source and available on github. The underlying map data is from OpenStreetMap. Bikesy.com also has an API that is open so developers can easily pull bike routes easily into their own apps. The iPhone app “Bay Tripper” uses Bikesy’s API for its bike directions.

Key Feature: Bikesy suggests different routes based on a users preferences for hill-avoidance and bike lanes and provides an elevation profile of the route.

511 Contra Costa — <http://www.511contracosta.org>

BlinkTag, Inc. was hired in 2007 by 511 Contra Costa (511CC), a regional transportation advocacy agency serving a large suburban county in the San Francisco Bay Area. In cooperation with graphic design firm Adduci Studios, BlinkTag, Inc. designed and implemented a completely revamped website for the organization. Over the last four years, BlinkTag, Inc. has bolstered 511CC’s on-line advocacy work and grassroots marketing through consistent, innovative and engaging social media work across Twitter, Facebook, the 511CC blog, and Foursquare.

In October 2011 511CC was recognized by the Mayor of the City of Oakley, CA for the physical and online services it provides to the community. In March 2010 511CC was mentioned



alongside the EPA, BAAQMD and PG&E as organizations who effectively use Twitter to spread information and environmental awareness.

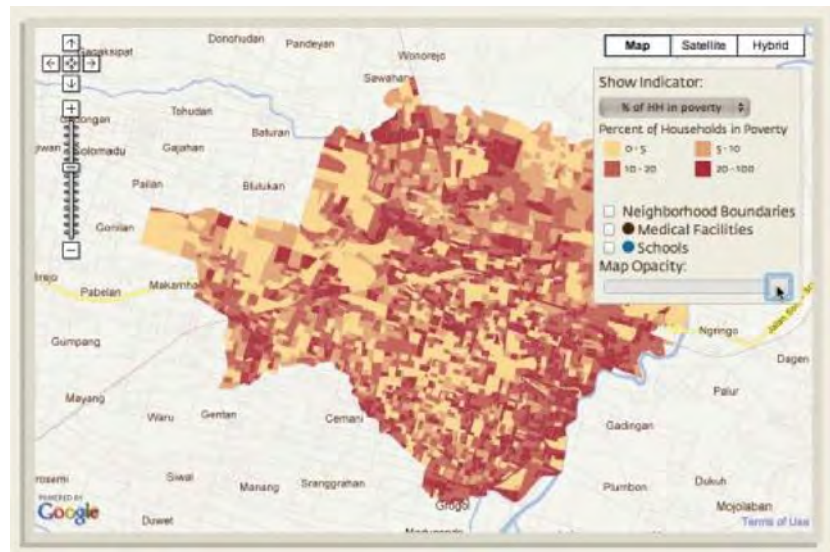
Key Feature: A lightweight WordPress template built entirely using HTML, CSS and Javascript and employing cutting-edge graphic design for site elements, integrating various forms of social media.

Sola Kota Kita — <http://solokotakita.org>

BlinkTag, Inc. built Solo Kota Kita’s entire online presence from the ground up. The logo, website and social media accounts (Twitter, Facebook, and Flickr) were all designed and implemented by BlinkTag.

BlinkTag also developed an interactive map that allows users to explore the census data collected for Surakarta (Solo) in Indonesia. Many different layers of data are available including poverty, health, water and education statistics. Neighborhood demographics are pulled into charts and tables, and the original datasets are also made available for anyone wanting to do their own detailed analysis. The entire site is powered by WordPress and is bilingual in Bahasa and English.

Solo Kota Kita has been featured in *Good Magazine* and in *Design Observer*.



My American Healthcare Story — <http://myamericanhealthcarestory.org/>

My American Healthcare Story was founded by a group of concerned citizens who believe that the case for far-reaching health-care reform is best expressed by the collective voices of the citizens for whom the current system fails daily.

Key Feature: Forms and a custom WordPress theme based around displaying videos were created to enable visitors to submit their own video stories. The site integrated social media to promote the organization's goals and encouraged users to engage their social networks.



Smog — <http://511contracosta.org/ismog>

iSmog is an iPhone application that displays air quality forecasts for the Bay Area. It offers users the option of receiving push notifications when air quality exceeds a threshold they specify. iSmog also contains information about air quality, a map of air quality forecasts and is automatically updated with other Bay Area air quality alerts like Spare the Air Day and Don't Burn Tonight Alerts. The app is available for free in the iTunes App Store.

Key Feature: The iPhone application was built with notifications and server-side processing of air quality data. BlinkTag also helped 511 Contra Costa brand and promote the application after it launched.



AnyStop — <http://anystopapp.com>

BlinkTag, Inc. developed a line of 140 transit applications for Android Devices. AnyStop supports agencies in the United States, Canada and Australia and shows real time and schedule-based bus, train and ferry arrival information. The application allows users to save favorite stops and search for routes and stops near their current location.

Key Feature: Android application that uses GPS location to find real time transit arrivals for 140 agencies. It also supports schedule-based arrival information for agencies where real time information isn't available.



References

Agency	Client Reference	Contact Information
Nelson\Nygaard		
Chicago Department of Transportation	Chris Wuellner	chris.wuellner@cityofchicago.org 312-744-3528
Institute for Transportation and Development Policy	Walter Hook	whook@itdp.org 212-629-8001
East-West Gateway Council of Governments	Mary Grace Lewandowski	marygrace@ewgateway.org 314-421-4220 x294
City of Santa Monica	Mark Cuneo	Mark.Cuneo@smgov.net 310-458-8979
Seattle Department of Transportation	Steve Pearce	steve.pearce@seattle.gov, 206-684-8371
CD+A		
San Francisco Planning Department	Adam Varat	Adam.varat@sfgov.org 415-558-6405
Texas Transportation Institute	Brian Bochner	b-bochner@ttimail.tamu.edu 979-458-3516
San Francisco Municipal Transportation Agency	Erin Miller	Erin.miller@sfmta.com 415-701-5490
BlinkTag		
BART	Timothy Moore Webmaster	webmaster@bart.gov 510-464-7128
511 Contra Costa	Corinne Dutra-Roberts Senior Planner	Corinne@511contracosta.org 925-969-1193

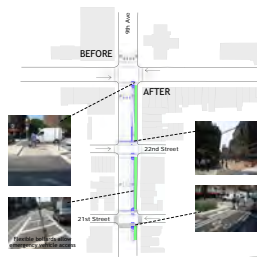


Longfellow Street, a *Living Street*, in Santa Monica, designed by Nelson\Nygaard.

WALK BETTER: Five Economical Measures to Improve Mobility

Changing the way a street looks or operates to improve the urban environment for walking and biking doesn't have to break the bank.

Case in point: 23rd Street in Manhattan. Here you'll find numerous traffic calming approaches that work; proof that creating livable streets can be easy and affordable.



1 Cycle Track

What is it? A curb-side bicycle lane physically separated and protected from motor vehicle traffic.

How does it work? Street space is taken from parking and travel lanes and given to cyclists, narrowing the crossing distance to benefit pedestrians.

Where to use it? Where parked cars, double parking, and other active uses negate the benefits of a striped bike lane.

Cost: \$\$\$\$

Mobility Benefit: 🟡🟡🟡

Spotlight: 9th Ave Bike Lane

In fall 2007, NYCDOT installed the city's first-ever separated bike lane. The city reasoned that the four-lane roadway had excess capacity even during peak hours, and created a 10-foot one-way bike lane with an eight-foot buffer. This reduced the pedestrian crossing distance by 25 feet.

2 Green Man at Every Phase

What is it? Include pedestrian phase with every green phase (i.e. no push buttons).

How does it work? When a person has to push a button to receive a WALK signal, they are inherently delayed. When the WALK signal (or green man) appears with every green phase, delay decreases. In addition, a series of signals can be coordinated to create a "green wave" for people.

Where to use it? Downstreets that see regular pedestrian activity, especially near transit, schools, parks, main streets, etc.

Cost: \$

Mobility Benefit: 🟡🟡🟡



5 Narrow the Crossing

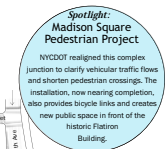
What is it? In this case, pigmented bike lanes and pedestrian alcoves absorb excess asphalt. Instead of crossing a travel lane, pedestrians are now passing through alcoves protected from cars by barriers, which take out six inches to six feet.

How does it work? Use any material or objects to turn travel lanes into safe alcoves for people. Use things that encourage people to use the space.

Where to use it? Streets in excess of 40 feet wide.

Cost: \$\$\$\$

Mobility Benefit: 🟡🟡🟡



3 No RTOR

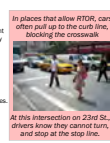
What is it? No right turn on red for motorists.

How does it work? Drivers may not turn right (or left) on red, thus they do not interfere with pedestrians using the crosswalk.

Where to use it? At all intersections, especially those in pedestrian-rich areas along bus and truck routes.

Cost: \$

Mobility Benefit: 🟡🟡🟡



Ped Head Start

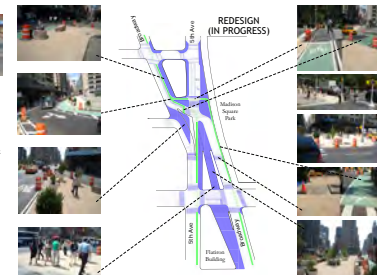
What is it? Leading Pedestrian Interval - a signal timing measure where the WALK signal comes on a few seconds before the green phase, thus allowing pedestrians to enter into the crosswalk ahead of turning drivers.

How does it work? At a standard intersection, motorists and pedestrians are given the WALK signal and green light at the same time. The result is that drivers typically do not yield to people in the crosswalk. With an LI, walkers establish their presence in the crosswalk first, thus forcing drivers to yield.

Where to use it? Everywhere. The leading pedestrian interval is one of the best ways to protect senior citizens and children from turning vehicles, and everts from red light runners.

Cost: \$

Mobility Benefit: 🟡🟡🟡



Scope of Work

We feel the scope of work outlined in the RFP will produce a sound, well-crafted document and web portal that will be useful to citizens, elected officials, and planners alike. Our approach to the scope presented in the RFP is outlined below.

Task 1 — Annotated Outline of the Urban Street Design Guide

A list of some of the resources we will draw upon include:

- Chicago Complete Streets Guide
- New York City Street Design Manual
- Boston Complete Streets Guide
- United Kingdom Manual for Streets
- ASVV's Recommendations for Traffic Provisions in Built-up Areas (Dutch)
- Richtlinien für die Anlage von Stadtstraßen (German Street Design Manual)
- Abu Dhabi Street Design Manual
- Institute for Transportation & Development Policy's Better Streets, Better Cities: A Design Guide for Urban India
- Institute of Transportation Engineers Context Sensitive Solutions

Our annotated outline will include dimensions, context for placement, pros and cons, and other considerations and factors that will feed into our content. This outline may be used to determine minimum or maximum dimensions, harvest graphic ideas, innovative treatments, or capital and maintenance cost data. Before and after data and implementation steps will be especially useful to cull from these sources to address critical design issues.

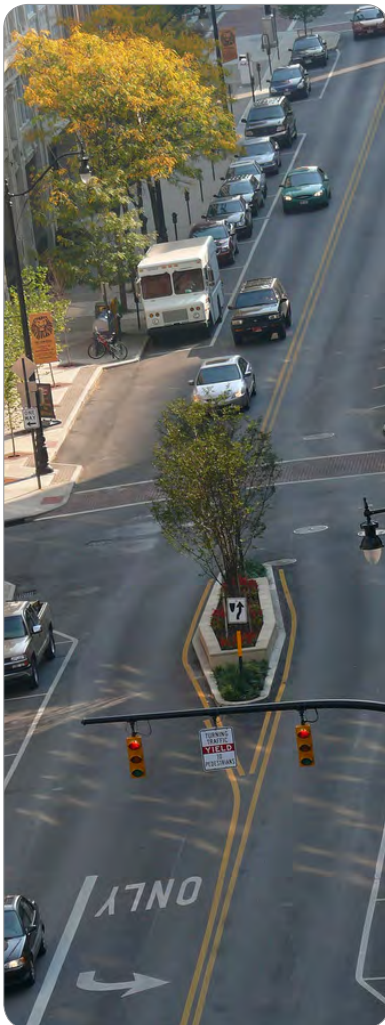
We agree with NACTO's proposed list of Streets, Special Street Types, and Intersection Types. We suggest adding Curb Management to the Critical Street Design Issues Section. This section would include design for on-street parking and also address the issue of freight. Too often design does not recognize that urban



freight is crucial to a city’s economy. Providing designated curb space for freight reduces double parking and improves delivery time for city businesses.

Expert Panel Participation: The panel will review the document list and add any missing but relevant documents. The experts will also be asked to weigh in on certain elements that fit their knowledge base, such as trends in emergency vehicle access, bicycle-transit integration, or liability.

Deliverable: Annotated research document including a scan of all major national guidelines as well as some international examples on all street types, intersection types, and critical design issues.



Task 2 — Web Development Specifications and Mock-Up

The first step will be to review similar existing sites with the client to determine the features that they like and dislike. This includes NACTO’s own website for the Urban Bikeway Design Guide. A thorough review of this recent experience will help us determine elements that should be included in the site, including items that should be avoided or other issues that surfaced during the development of this site. The features considered include site navigation, navigation structure, layout, color scheme, spacing, graphics, potential user interactivity with graphics and content, and page transitions.

Next, the site navigation structure will be developed. This is an outline identifying all site content and pages, and showing how it is related. The site content is a collection of text, images and media for each page. Features are a list of directions on how the site should work (i.e. images should expand when clicked, slide-shows should advance without reloading the page, number of links in the header should be minimized to simplify navigation).

Based on the site navigation structure, a set of site wireframes will be developed that show suggested layouts, content and features. Wireframes are sketches that show layout, sample content and site navigation. They are useful for discussing and prototyping the site before moving on to site designs.

Next, we will review graphic design ideas based on NACTO’s own website and other websites that were reviewed to determine the client’s likes and dislikes. Typography, spacing, color palette and graphics will all be considered at this point. From these ideas, we will build three different design concepts: these will include a main page, and several subpages. The efforts

described above will be closely coordinated with Task 5 as typography, color palette, the presentation of graphic and text content, and the overall “look” of the website need to be in sync with that of the print layout of the USDG.

Early in the process we will establish a common organization and presentation template that works for both print and web. In short, graphics and text need to be optimized for performance on both “platforms.”

Working with the client, we will review the web design concepts and choose one to continue with. We will prepare one to two iterations based on feedback from client.

After the designs are finalized, we will build an initial site prototype. This is a functional site that can be viewed in a web browser, with some sample content. This prototype will allow us to test for cross-browser and cross-platform accessibility, as well as do some user testing. After the prototype is tested and reviewed, we’ll work with the client to add content to the site and make additional changes as needed. As part of this task, web layout of the three draft street types and two critical design issues will be created.

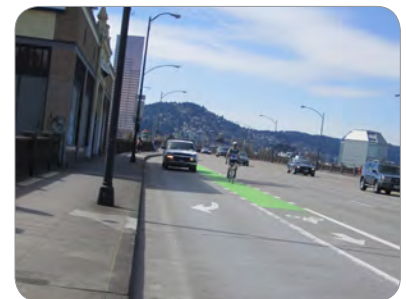
Deliverables: Draft web site, mock-up for the draft content created in Task 3 and Task 4.

Task 3 — Develop Draft Content for Three Types

In this task we will create draft content for three street types. We envision each street type laid out on a double sided, 11” x 17” spread. The first two pages would contain a cross-section and plan view calling out all technical elements, narrative description, and photo. The third page would contain a case study with before and after images, resources, and steps to implementation, including responsibility for maintenance and policy support. The fourth page would be devoted to opportunities for innovation, such as Low-Impact Design (LID), funding partnerships, or other ways that cities have folded non-critical treatments into the street type.

Expert Panel Participation: The panel will be called upon as needed to develop and review content.

Deliverable: Draft content for three types. Final incorporating comments.



Task 4 — Develop Draft Content for Two Critical Design Issues

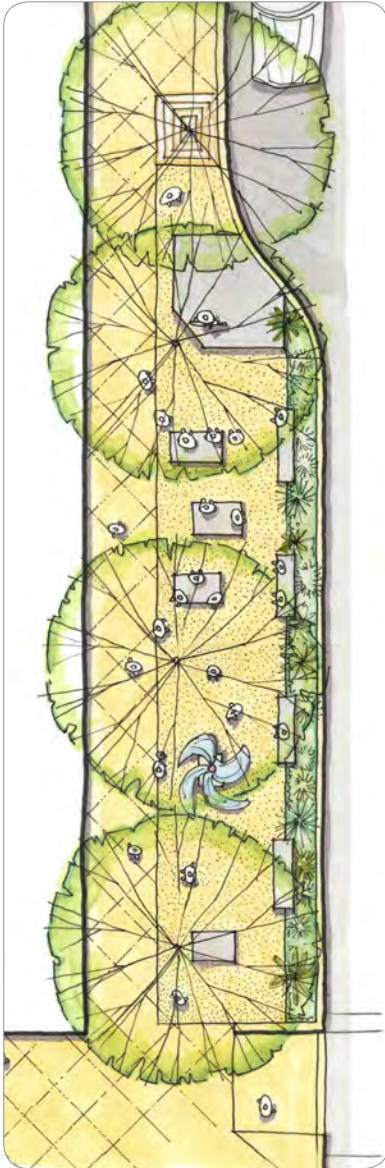
The critical design issues represent our opportunity to address misconceptions, show what in fact does work in cities across the country, and how to change a city’s policies to support sound engineering judgment that creates walkable streets. The critical design issues chosen include all of the hot-button topics that arise when creating multimodal streets. For example, a design with 10-foot travel lanes typically incites protests from transit agencies and emergency vehicle operators. Yet here is where street typologies play a critical role; a boulevard might require 11-foot outer lanes to handle buses, whereas on a low-speed neighborhood commercial street buses can operate in a 10-foot lane and safely pass each other. It will be key to tie these critical design issue sections back to network design and city policies identifying street types and the environments they are meant to serve. Highlighting in the draft content successful precedents, before-and-after data, and photos will be explored.

Expert Panel Participation: The panel will be called upon as needed to develop and review content.

Deliverable: Draft content for two critical design issues. Final incorporating comments.

Task 5 — Print Format for Urban Street Design Guide

This task will include not only the development of the print layout, but also the preparation of the organizational framework in which the information is presented. This framework is essential for the ease of accessibility of information in both versions of the guide. For this, we will draw from our experience in preparing the Better Streets Plan, which is also organized by street type and issue areas critical for the design of streets. It is anticipated that this work will occur simultaneously and coordinated with the work on developing a “look” for the web version in Task 2. We propose a “lessons-learned” review of the web and print versions of NACTO’s Urban Bikeways Design Guide and issues that were encountered during the preparation of that guide. The goal of the meeting is to provide the design team with an initial direction for developing a coordinated draft of the look for both the web and print versions of the guide.



Based on the initial guidance from the oversight committee we will develop a draft framework for the organization of the graphic and text information in the guide as well as a design template for the different sections of the USDG. The latter will also include the development of a style guide for the production of graphics and the text within graphics under Task 6. The style guide will ensure that all team members and experts (as applicable) utilize a common graphic language for all final products generated in Phase II of the project. Both will then be presented to the client for approval. In order to make the client review of the design templates more meaningful for the oversight committee, we will use the sample content developed under Tasks 3 and 4 for one street type and one critical issues area to effectively illustrate how the proposed design templates would showcase the content. This will also include sample graphics developed by for critical illustration components that will appear in many locations throughout the guide (i.e. cross sections, 3-D graphics, or plan view drawings). Similar to work on refining the design of the web version of the guide, we will prepare one to two additional iterations of the framework and design templates.

Deliverable: Draft and Final template.

Task 6 — Full Content Development

Using the template created for the draft content in Tasks 3, 4, and 5, we will then create full content for all street types, intersections, and critical design issues. In addition, we will develop spreads focused upon certain discrete design elements or policies such as:

- Low-Impact Design (cost, how to implement, how to add into a city's design palette)
- Zoning for Multimodal Streets (bicycle parking in buildings, street-fronting retail)
- Innovations in Funding (exactions, Public-Private Partnerships, Tax-Increment Financing)
- Lighting the Way (LEDs, cost and maintenance, CPTED)

Deliverable: Interim and 100% drafts

Task 7 — Development, Testing, and Revision of Website

Commensurate with development of the full content, we will continue evolving the web portal based upon Tasks 3 through 6.

Deliverable: Interim and 100% drafts, then final website.

Task 8 — Layout of Print Guide

We will begin work under this task by developing a style and graphics guide for use by all members of the team under Task 6. This guide will ensure that team members utilize common graphic and text standards for all products they are generating.

Following the approval of the full content at the end of Task 6, we will begin work on the full layout of the print guide. After receiving comments we will make final layout adjustments and then prepare the final print guide.

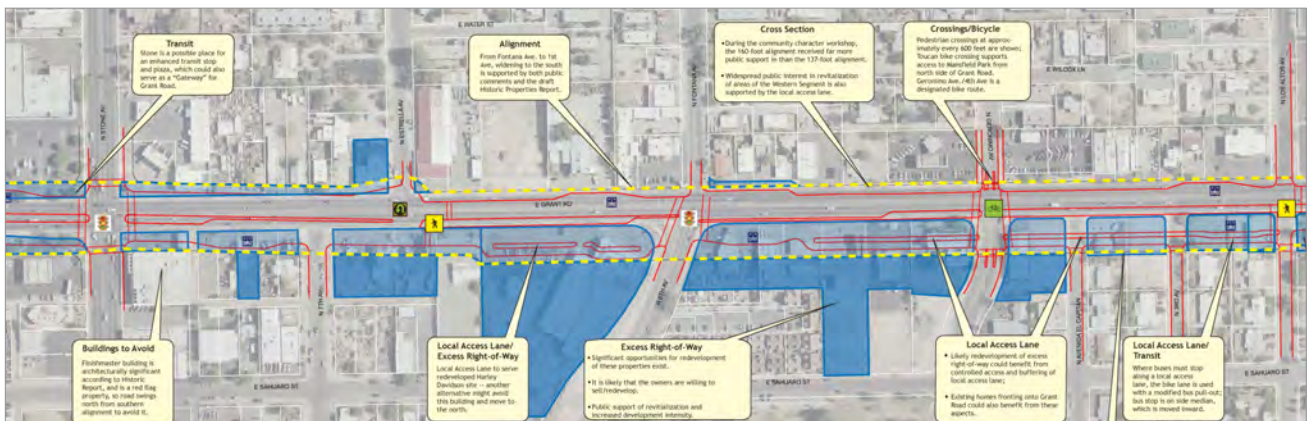
Deliverable: Interim and 100% drafts, then final website.

Task 9 — Website Roll-Out Media Work and Support

The project team will assist NACTO will media roll-out. We will draw upon our experiences with other design guides, city DOTs, NGO support and pressure, public policy initiatives, and bona fide research into successful initiatives.

Expert Panel Participation: The Active Transportation Alliance, Complete Streets Coalition, and Max Bond Center will be especially useful with this task.

Deliverable: Assistance with edia plan, press release, and social media exposure.



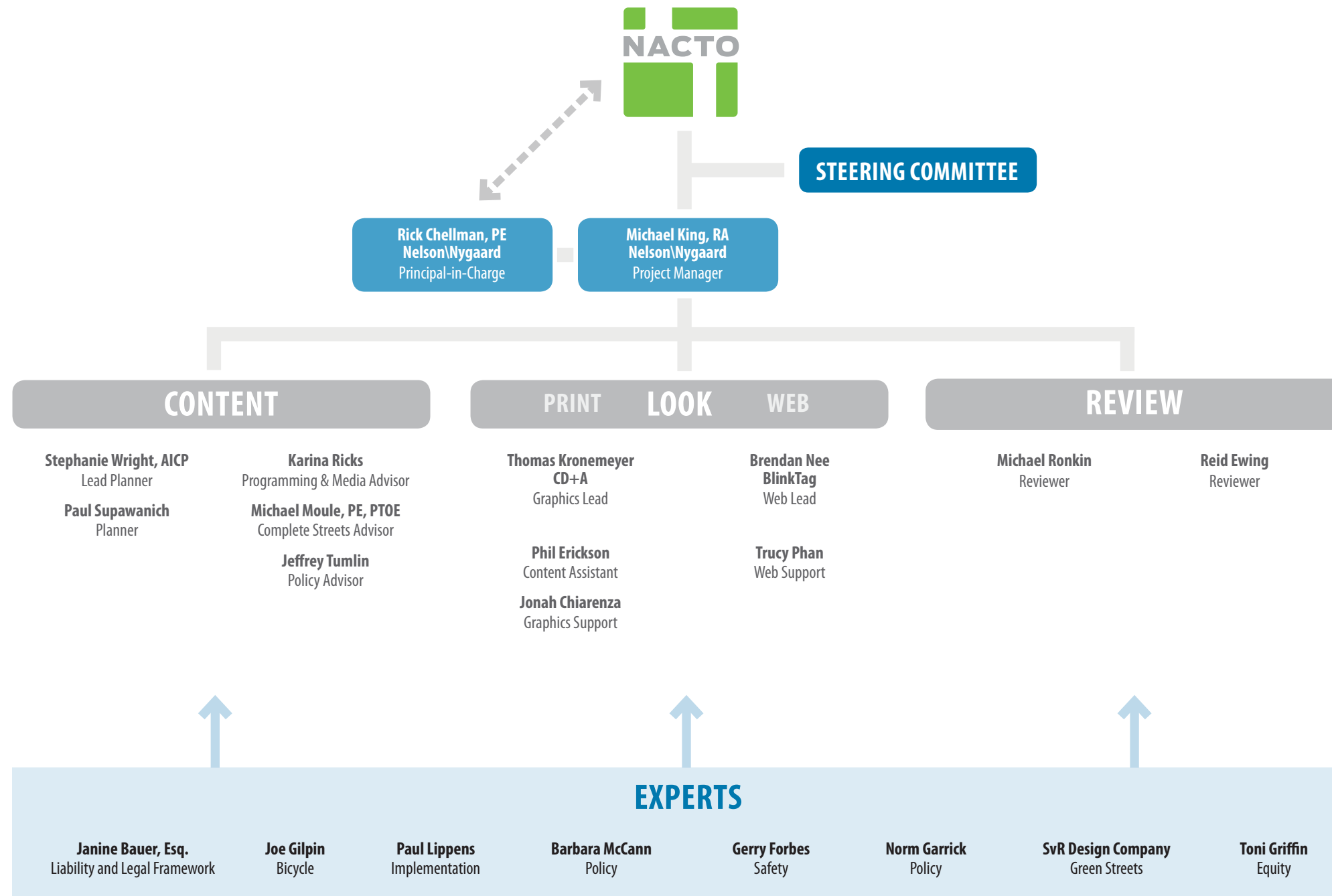
CD+A provided the Grant Road Improvement Plan’s citizen task force with alignment alternatives. These graphics detailed possible alignments, affected properties, corridor-wide concepts and documented key design decisions.

Project Schedule

Task Description	2012																								2013																															
	July					August				September				October				November			December			January			February		March			April			May			June			July															
	1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28			
0 Monthly Calls / Meetings																																																								
1 Annotated Outline																																																								
2 Web Development Specifications and Mock-Up																																																								
3 Develop Draft Content for Three Types																																																								
4 Develop Draft Content for Two Critical Design Issues																																																								
5 Print Format for Urban Street Design Guide																																																								
6 Full Content Development																																																								
7 Development, Testing, and Revision of Web Site																																																								
8 Layout of Print Guide																																																								
9 Website Roll-Out Media and Support																																																								

D = Draft Deliverable
D = Interim draft of full content (task 6)
F = Final Deliverable
M = Web site wireframe and mock-up of draft content

Organizational Chart



Project Budget

Task	Estimated Cost
Task 1: Annotated Outline of the Urban Street Design Guide	\$10,000
Task 2: Web Development Specifications and Mock-Up	15,000
Task 3: Develop Draft Content for Three Types	15,000
Task 3: Develop Draft Content for Two Critical Design Issues	12,000
Task 5: Print Format for Urban Street Design Guide	8,000
Task 6: Full Content Development (please estimate cost per type and total)	210,000
Streets	112,000
Boulevards	5,000
Downtown/CBD Streets	5,000
Neighborhood Commercial Streets	5,000
Neighborhood Connectors	5,000
Residential Streets	5,000
Pedestrian Priority Commercial Streets	7,000
Home Zones	7,000
Green Alleys	7,000
Sidewalk cafes and alternative curbside uses	7,000
Travel Lane Width	5,000
Design and operating Speed (incl. Speed Limits)	7,000
Design Vehicle/wheel base (including emergency vehicle access)	10,000
Traffic Capacity/Number of travel lanes (including Level of Service and peak hour parking restrictions)	10,000
Roadside Clear Zones	5,000
Building/Frontage Zone	5,000
Legal Standing and Liability	5,000
Bus Stop Placement and Design	5,000
Transit Lane Design and Placement	7,000
Intersections	98,000
General Intersection Design Principles	15,000
"Retrofit" Public Plazas at Intersections	10,000
Intersections near Transit Hubs and Stations	8,000
Intersections near schools, parks, waterfronts, and key destinations	8,000
Design Vehicle/Wheel Base: Corner Radii	7,000

Task	Estimated Cost
Pedestrian Crossing Warrants	10,000
Curb Extensions/Crossing distance and visibility	5,000
Right-of-Way/Yield Control vs. Stop/Signal Control	10,000
Turn Restrictions	5,000
Leading Pedestrian Interval Signal timing	5,000
Alternative Intersection Performance Measures (other than peak hour vehicle delay)	15,000
Task 7: Development, Testing and Revision of Website	15,000
Task 8: Layout of Print Guide	10,000
Task 9: Website Roll-Out Media Work and Support	5,000
Total	\$300,000



Excerpt from the Upper West Side Blueprint, a compendium of street design ideas.

APPENDIX: Resumes



Chester E. Chellman, P.E., L.L.S.

Principal



Chester "Rick" Chellman has more than 30 years experience in civil engineering, traffic engineering, complete street design, and street design history research. Rick has site planning, civil and forensic engineering, zoning, expert testimony, and land use experience throughout the United States. In recent years, he has worked extensively on the engineering and traffic engineering aspects of Traditional Neighborhood Development and New Urbanism, particularly in connection with the matters of street design, vehicular and human-powered traffic control, and external transportation connections worldwide.

EDUCATION

Professional Engineer: Licensed in more than 40 states
Licensed Land Surveyor in New Hampshire and Maine
B.S., University of New Hampshire

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal, 2010–Present

- Mr. Chellman has experience in the street and transportation design aspects of: the **River North Plan** in San Antonio; the downtown plans for **New Braunfels**; the downtown plans for **Alamo Heights**; and the downtown plans for **Olmos Park**. He also has diverse design experience including: the design of an urban extension to **Crewkerne, Somerset, UK** for a collaboration between the Prince's Foundation and George Wimpey Homes (winner of a 2006 CNU Charter Award); the design of four new towns in **Guatemala, El Salvador, and Costa Rica**; street design aspects of **Specific Plans for the California Cities of Santa Ana, Placentia and Whittier**; corridor and design details for the **Al Rayyan corridor** (proposed as a "world-class street") in Doha, Qatar; redesign of **Al Salaam Street** in Abu Dhabi, UAE; as co-author of new Urban Street Design Manual for the Emirate of Abu Dhabi; **Seattle Urban Mobility**, set of **Complete Streets for Bridge Street Corridor**, Dublin Ohio; "Road diet" conversion of **South Grand Boulevard**, St. Louis, Mo.; and the design of a new city- Tongzhou- for more than a million people in **China**.
- **Centre City Redevelopment, Edmonton Alberta**. Technical analysis of the transportation planning and design for a new 30,000 person infill "city within a city" upon former airport lands. The carbon-neutral plan of new LRT, tram, bus, bikeways, and parking management systems fits within a complete streets "family" oriented around new open space and water features that meet at a dense mixed-use town center.
- **Bridge Street Corridor, Dublin Ohio**. Led a team of planners and designers to develop an infill strategy plan and street network of varying cross-section "families"; detailed profiles; parking, transit, and biking strategies and networks; and progressive models to support the plan.
- **Chicago, IL**. Assisted the parking, transportation demand management, and transit strategies for South Chicago's LEED-ND initiative, and then modeled the trip generation to more accurately evaluate a new streetcar system, transit extensions, and the design features of the new urbanist neighborhood design. The reduced trip-making estimate now sustains a greater level of density.
- **Northampton, MA**. Through a charrette process, helped to design a comprehensive street, parking, and streetscape improvements along two downtown corridors to improve pedestrian and bicycle safety, improve transit speed and amenities, and better connect downtown with future TOD and abutting neighborhoods. Included major road and intersection diets, intersection re-timing, and reverse angle parking.
- **Santa Isabel, Guatemala** Led a charrette design team for the creation of a new town in Guatemala that will allow walking and biking in both urban and rural settings, as well as creating mixed-use neighborhoods throughout.
- **Muxbal, Guatemala** Technical transportation assistance for a new town in Guatemala.
- **Monterrey, Mexico** Technical assistance and leadership visions for growth of center city and region



Chester E. Chellman, P.E., L.L.S.
Principal

PREVIOUS EXPERIENCE

TND Engineering

Owner and Principal, 1985–2010

Charette Experience

- Participant in more than 100 multi-disciplinary design charrettes in the U.S., Canada, China, Europe, the Middle East and London, U.K., since approximately 1988, focusing on New Urbanism and Traditional Neighborhood Design. Team participant with Duany Plater-Zyberk, Moule & Polyzoides, Calthorpe & Assoc. and others for new communities, the enhancement/redevelopment of existing communities, land use regulation drafting and modifications, and street and transportation design.

Municipal Experience

- Chairman of the elected Board of Selectmen for the Town of Tuftonboro, New Hampshire; nine year member of the Tuftonboro Planning Board, including professional assistance in the completion of the Town's Master Plan; and two years service on the Tuftonboro Zoning Board of Adjustment.

Board Member

- Congress for the New Urbanism (CNU), retired 1998; current member CNU New England Chapter

SELECTED LECTURES, PUBLICATIONS, AND EXPERIENCE

Author/ Principal Author:

- The Traditional Neighborhood Development (TND) Zoning Ordinance (text form)
- "Design Speed and Related Matters for Neotraditional Neighborhoods" Submitted to 1994 Transportation Research Board
- "Street Design: Design Intent, History, and Emerging Concepts", Land Development, Spring-Summer 1995, National Association of Home Builders
- "Traditional Neighborhood Development Street Design Guidelines", A Recommended Practice of the Institute of Transportation Engineers (ITE), October 1999. This publication received the ITE's 1998 Transportation Planning Council Technical Committee Award when it was a proposed recommended practice.

Co-Author of:

- "New Town Ordinances and Codes" New Classicism Omnibus, Volume, Rizzoli International Publications, Inc., New York, NY 1990
- "Traffic Engineering for Neo-Traditional Neighborhood Design" February, 1994 Institute of Transportation Engineers, Washington, D.C.
- "Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities" 2010 Institute of Transportation Engineers, Washington, D.C. Technical Advisor.
- "Neighborhood Street Design Guidelines" Institute of Transportation Engineers, Washington, D.C. Recommended Practice 2010. Neighborhood Street Design Committee.
- "Urban Street Design Manual" a design and policy manual for the construction, design and layout of urban streets in the Emirate of Abu Dhabi, United Arab Republic (2009).

Lectures:

- "Design of New Urbanist Streets"—Urban Land Institute, Orlando, Florida
- "Neo-Traditional Neighborhood Design"—Maine-New Hampshire, Seacoast Growth Mgt Conference, Portsmouth, NH
- "Context Directed Street Design"—Congress for the New Urbanism, Council # 3, Charleston, South Carolina, April 2002



Chester E. Chellman, P.E., L.L.S.
Principal

- “Designing Safer Streets for Pedestrians”—NH DOT, Annual Bike & Pedestrian Conference, Durham, NH
- Street Design for Town Planning—Instructor, Harvard University, Cambridge, Massachusetts
- Congress for the New Urbanism #12—Committee Chair, program moderator and participant, Chicago, Illinois
- Civitas (Urban Design Master Class)—The Prince’s Foundation for the Built Environment, Woking, UK
- University of Pennsylvania, School of Design—Lecture on South Village and US Street Design History, Philadelphia, January, 2005
- South Village and Context Directed Street Design—Congress for New Urbanism, New England Chapter, Boston, MA. April 2005
- Smart Growth principles, Bedford NH February 2012
- Sustainable development practices. Monterrey Mexico, throughout 2011 in Mexico and US

REGISTRATIONS AND CERTIFICATIONS

- Professional Engineer: Licensed in more than forty jurisdictions in the United States, including all of New England, New York, Arizona, Texas, and California.
- Licensed Land Surveyor: Licensed in New Hampshire and Maine

Michael King

Principal



Michael King designs complete streets and calms traffic, working at the intersection of transportation and urban design globally for over 20 years. He has helped write design guides, policy, procedures and manuals for New York City, Chicago, San Francisco, Abu Dhabi, ITDP, and New Jersey DOT. He brings a designer's eye and training to bear on often intractable transportation issues. He lives and breathes in Brooklyn.

EDUCATION

Master of Architecture, Columbia University, New York City, NY, 1992
Bachelor of Arts, Architecture, Washington University, St. Louis, MO, 1987
Washington University, Urban Design Studio, Barcelona, Spain, 1987

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal 2004–Present

Traffic Calmer, Brooklyn, NY

Principal, 1999-2004

Research Institute for Regional and Urban Development, Dortmund, Germany

Visiting Scholar, 1998-99

New York City Department of Transportation, New York, NY

Director of Traffic Calming, 1997-98; City Planner & Urban Designer, 1993-98

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

Registered Architect, New York

World Health Organization, 9th World Conference on Injury Prevention and Safety Promotion, Scientific Committee, 2008

USDOT Safe Routes to School Task Force, 2008

Association of Pedestrian and Bicycle Professionals, Vice President, 2006

PUBLISHED

- Bicycle Chapter in *Sustainable Transportation Planning: Tools for Creating Vibrant, Healthy, and Resilient Communities*, Wiley, 2012
- Street Design Elements Chapter in *Urban Street Design Manual*, Abu Dhabi (UAE), 2010
- San Francisco Streetscape Design Manual, San Francisco, CA, 2008 – technical advisor
- Safe Routes to Transit Manual, Sustainable Urban Transport Project, 2005
- “Turning Highways into Main Streets: Two Innovations in Planning Methodology” in *Journal of the American Planning Association*, Summer 2005
- “Institutionalizing Traffic Calming in the United States” in *The Asian Journal of Transport and Infrastructure*, July 2004
- *Flexible Design of New Jersey Main Streets*, New Jersey Department of Transportation, 2002 – co-author
- “Bicycle Facility Selection Report”, Pedestrian and Bicycle Information Center, 2002
- “Streets For Cars, Not For People -- How the Technocratic Road Building Process in America Determines the Design of the Built Environment” in *ILS Monatsbericht des Forschungsbereichs Verkehr*, 1999

BUILT



South Grand Boulevard road diet, St Louis MO, 2010 – technical design **AWARD WINNER**

Avenida Memoria De Se traffic calming, Rio de Janeiro (Brazil), 2010 – conceptual design



Longfellow Street shared street, Santa Monica CA, 2009 – project designer

Non-motorized facilities along bus rapid transit corridor, Guangzhou (China), 2009 – conceptual design



Avenida Federalismo cycletrack, Guadalajara (México), 2008 – conceptual design

Qunli new downtown streets, Harbin (China), 2008 – technical design



Speed humps, pedestrian refuge islands, curb extensions, crosswalks, and medians, New York NY, 1993-98 – program director

Herald Square traffic calming, New York NY, 1998 – project director



PLANNED, STUDIED, ANALYZED

- Walking Section of the Regional Transportation Strategy, TransLink, Vancouver BC, 2012 – project manager
- Improvement of Pedestrian Safety and Movement in Al Ain (UAE), 2011 – technical project manager
- Manchester Road Corridor Master Plan, St Louis MO, 2011 – project team
- State of Rio de Janeiro (Brasil) Non-motorized Transportation Master Plan, 2011 – project team
- World Bank Low-Carbon Urban Transport Initiative, Wuhan (China), 2011 – project team
- Al Ain Central District Plan, Al Ain (UAE), 2010 – project team
- New Orleans Downtown Mobility Study, New Orleans LA, 2009 – project team
- Airline Drive Bicycle and Pedestrian Conceptual Plan, Houston TX, 2008 – principal in charge
- Al Rayyan Road Corridor Alternative Analysis, Doha (Qatar), 2008 – project team
- Crystal City Transportation Study, Arlington VA, 2008 – project team
- Upper West Side Livable Streets Blueprint Report, Manhattan NY, 2008 – principal in charge

- Baltimore Avenue Transportation Study, College Park MD, 2007 – project team
- Sustainability in Asian Cities Report (Changzhou and Harbin, China), Asian Development Bank, 2007 – project team
- Benjamin Franklin Parkway Circulation, Transit and Parking Study, Philadelphia PA, 2006 – project manager
- Harriman Campus - University at Albany Linkage Study, Albany NY, 2006 – project manager
- Market-Frankford Transit-oriented Development Study, Philadelphia PA, 2006 – project team
- Trenton Station Linkage Study, Trenton NJ, 2006 – project manager
- West Plaza Traffic Calming Charrette, Kansas City KS, 2006 - participant
- Mockingbird Plaza Transit-oriented Development Charrette, Dallas TX, 2005 - participant
- Cabrini Park Design Charrette, Brooklyn NY, 2004 – charette leader
- Eje 8 BRT Review, México City (México), 2004 – technical advisor
- Improving Conditions for Pedestrians Study, Bangkok Metropolitan Administration (Thailand), 2004– project manager
- Main Street Video Visual Preference Survey, Voorhees Transportation Center, Rutgers University, 2003– project manager
- Neighborhood Traffic Calming Reports, New York Community Trust, 2003– project manager
- Tubman Triangle Pedestrian Safety Study, Manhattan Borough President, 2003– project manager
- Bronx 5 Intersection Safety Report, Bronx Borough President, 2001 – project manager
- LEDA: Legal and Regulatory Measures for Sustainable Transport in Cities, European Union, 1999 – technical editor
- Pedestrian and Bicycle Chapters, Highway Capacity Manual, 1998 - reviewer
- Lower Manhattan Pedestrian Study, NYCDOT, 1997 – project team
- Leading Pedestrian Intervals Crash Analysis, NYCDOT, 1996 – project manager

TRAINED

- Real Intersection Design: Boston, Chicago, NJDOT, New York, Orlando, Philadelphia, St Paul, Seattle, Tucson, Washington, 2000 - ongoing. Seminar materials developed for Institute for Transportation Engineers, 2004

PRESENTED

- Association of Pedestrian and Bicycle Professionals' Professional Development Seminar, Charlotte NC, 2011 - Plenary
- Our Cities Ourselves Exhibition, Center for Architecture, New York NY, 2010
- National Capital Planning Commission, Washington DC, 2007

Michael Moule, PE, TE, PTOE

Principal



Michael has over 18 years of progressive traffic and transportation engineering experience, including traffic calming, conceptual design for “Complete Streets,” and planning improved bicycle and pedestrian facilities. His projects accommodate all modes of transportation in order to help cities and states meet their mobility, economic development, safety, and quality of life goals. He has significant innovative design experience and specializes in improving conditions for non-motorized users without degrading motor vehicle capacity. Michael routinely leads community planning processes and training sessions to give citizens the basic skills they need to develop and review street design solutions.

EDUCATION

BSE, Civil Engineering, Princeton University, 1993

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal Transportation Engineer, 2010-Present

GENERAL PROJECT EXPERIENCE

Michael Moule has completed the following projects since 2002:

- **Street Design and Reconstruction Projects** in urban areas where it is critical to address the needs of both non-motorized and motorized users. On these projects, Mr. Moule works to balance the needs of all users, often designing typical cross sections; pedestrian safety features; bicycle facilities; intersection geometry details; and signal timing, phasing, and displays. Example projects include the **Sarasota Pedestrian Sleeves Project** in Sarasota, Florida; the **Bayshore Boulevard Enhancement Project** in Tampa, Florida; **Non-Motorized Traffic Improvements at Intersections** in Columbia, Missouri; and the **Grove Park Neighborhood Sidewalk Project** in Asheville, North Carolina.
- **Traffic Calming Projects** which typically included significant public involvement where Michael Moule conducted public meetings to gauge public support and obtain residents’ suggestions on the appropriate traffic calming features for their neighborhoods. Following the public meetings, Mr. Moule used the neighbors’ ideas to select appropriate traffic calming measures and design comprehensive traffic calming plans for the neighborhoods. Example projects include the **Hillsborough County Traffic Calming Management Program** in Florida; the **Grove Park Neighborhood Traffic Calming Project** in Asheville, North Carolina; **Highland Pines Traffic Calming and Crosswalk** in Tampa, Florida, and the **South Neighborhood Traffic Calming Project** in Tampa, Florida.
- **Training Courses related to Bicycle and Pedestrian Transportation issues** for the Federal Highway Administration, state Departments of Transportation, Metropolitan Planning Organizations, and local governments. These courses include Bicycle Facility Design; Pedestrian Facility Design; the Safe Routes to School National Course; Designing for Pedestrian Safety; Complete Streets workshops; Developing Pedestrian Safety Action Plans; and Designing Pedestrian Facilities for Accessibility.
- **Design Guidelines and Standards** including the update of the AASHTO Guide for the Development of Bicycle Facilities; the update of FHWA’s Roundabouts: an Information Guide, Los Angeles County Complete Streets Design Guidelines, and Livable Communities Design Guidelines for Florida Department of Transportation District 6. Mr. Moule was the primary author of several sections of these documents. Mr. Moule was also on the review panel for ITE’s Neighborhood Street Design Guidelines: An ITE Recommended Practice.
- **Pedestrian Master Plans and Bicycle Master Plans** for communities in various parts of the country including Seattle, Washington; Mountain View, CA; Santa Monica, CA; Asheville, North Carolina; Oxford, Mississippi; and Marina, California. These projects involve reviewing conditions for bicyclists and/or pedestrians and identifying locations for shared use paths, on-road bicycle facilities, sidewalks, and enhanced street crossing opportunities. On some of these projects, Mr. Moule developed innovative designs to accommodate bicyclists or pedestrians.

- **Shared Use Path Design** including basic geometric design, mitigation of impacts of existing constraints and obstructions, and the development of treatments to enhance the safety and convenience of path users where paths cross minor and major roadways. Example projects include **West Street Pathway** in Berkeley, CA; **Providence Trail and Stadium Trail** in Columbia, Missouri; **54th Avenue Trail** in St. Petersburg, Florida; and **Upper Tampa Bay Trail** in Hillsborough County, Florida.

PREVIOUS EXPERIENCE

Livable Streets, Inc.

Founder and President, 2002 - 2011

- Michael Moule formed Livable Streets, Inc. to assist state and local governments in transforming street and highway networks to efficiently accommodate all modes of transportation.

City of Asheville, NC

City Traffic Engineer, 1999 - 2002

- Mr. Moule joined the Asheville Engineering Department to provide a balanced approach to transportation engineering for the city. He used his specific experience in non-motorized transportation combined with an overall background in traffic and civil engineering to provide the City with a transportation system that serves all users.

Oregon Department of Transportation (ODOT)

Associate Transportation Engineer, 1993 - 1999

- **Project Coordinator/Pedestrian and Bicycle Coordinator - Region 4, Bend, Oregon.**
Transferred to Region 4 to design and administer construction of the downtown portion of the Bend Parkway, an urban expressway constructed through Bend. He used his expertise in pedestrian and bicycle accommodation to minimize the negative impacts that this new facility and other projects in Region 4 have on non-motorized users.
- **Bicycle & Pedestrian Facility Specialist, Bicycle & Pedestrian Program, Salem, Oregon.**
Primary responsibility was to ensure that all construction projects on Oregon's highways included appropriate accommodations for pedestrians and bicyclists. His secondary responsibility was to work with local governments to improve conditions on their roads.

REGISTRATIONS AND CERTIFICATIONS

- Professional Engineer:
 - California (Number 77875)
 - Oregon (Number 51066)
 - North Carolina (No. 25342)
 - Florida (Number 59611)
- California Traffic Engineer (2610)
- Professional Traffic Operations Engineer (PTOE)

AFFILIATIONS

- Association of Pedestrian and Bicycle Professionals; past President
- National Committee on Uniform Traffic Control Devices; Member
- Institute of Transportation Engineers; Member
- League of American Bicyclists; Member and LCI #1150

Karina E. Ricks

Principal



Karina Ricks is a creative and candid planner and policy leader with 15 years experience in the public and non-profit sectors at the city, state, and national levels, as well as internationally. Karina has led multiple plans and policy reforms that have built or revived dynamic, diverse, walkable, and prosperous neighborhoods and communities. Her career has encompassed and united multiple disciplines including transportation, public finance, land use planning, economic revitalization, community development, and environmental excellence. She prides herself in being able to synthesize multiple aspects of transportation influence and communicate to community leaders and decision makers.

EDUCATION

Master's of City and Regional Planning, Cornell University (1996-1998)
Bachelor of Arts—Justice, Morality, and Constitutional Democracy, Michigan State University—James Madison College (1988-1992)

PREVIOUS EXPERIENCE

District Department of Transportation (DDOT), Washington, DC.

Associate Director, 2007–2011

Transportation Policy

- Update of Design and Engineering Manual to reflect complete street and context sensitive design policies supportive of pedestrian, bicycle, and transit mobility in an urban context
- Update of Zoning Code to remove parking minimums and introduce parking maximums in transit-rich areas, reform bicycle parking provisions, and right-size/redesign truck loading
- Complete Streets Policy, Access Management policy, Curbcut and other public space policies, and Transportation Demand Management guidelines and associated implementing guidance
- Underground utility management and coordination
- Establishment of a Public Inconvenience Fee to minimize excessive obstructions of public rights of way
- Establishment of performance parking districts, associated policies and performance measurement

Transportation Planning

- System and TDM plan for St Elizabeths campus/Department of Homeland Security Headquarters
- Master Plan for Walter Reed Army Medical Center redevelopment (BRAC)
- Master Plan for Soldiers and Airmen's home proposed disposition and reuse
- State Transportation Vision Plan, Comprehensive Plan update and 2-year Action Agenda
- Multiple corridor plans including H Street NE, Minnesota Avenue NE, Pennsylvania Avenue NE, and Georgia Avenue NW
- Area plans including establishment of DC Livability Program (traffic calming, local mobility and green streets)
- Traffic Impact Assessment for hundreds of private development projects of varying scales

Transportation Programs

- Establishing Capital Bikeshare program
- Piloting DC Electric Vehicle electrification program
- Curbside car sharing program

Environmental, Historic, and Right of Way Clearance

- Environmental Assessment for K Street Transitway gaining FONSI in just 4 months
- Highly contentious Environmental Impact Statement for Klinge Valley trail
- I-395/Return to L'Enfant air space surplus and disposition process
- Multiple contracts and agreements negotiating rights of way dedication, disposition, maintenance agreements, construction agreements and other protective documents

Mega-Projects (planning, programming and regulatory clearance components)

- DC Greet Street program
- 11th Street bridge project
- South Capitol Street bridge project
- DC Streetcar program

Programming and Financing

- State Transportation Improvement Program and regional Transportation Improvement Plan
- Transportation Enhancement program, CMAQ program, National Recreational Trails program, and State Transportation Planning program
- Multiple revenue initiatives including rights of way management and rentals

District Department of Transportation (DDOT), Washington, DC

Senior Supervisory Transportation Manager, 2005–2007

- Managed multi-disciplinary and multi-agency teams of land use, transportation, infrastructure, traffic, urban design and community development specialists to plan and implement transportation improvements that strengthen the District's economic vitality and livability
- Directed \$200 million Great Streets infrastructure improvement program to attract private sector investment in under-invested communities
- Developed design guidelines and policies for road and infrastructure projects including green infrastructure, complete streets, and context sensitive solutions
- Negotiated private sector development projects site design, streetscape and mitigations

DC Office of Planning, Washington D.C.

Transit-Oriented Development Coordinator and Senior Community Planner, 2000–2005

- Managed revitalization plan for major urban retail corridor to develop transit- and pedestrian-oriented mixed-income housing, entertainment, and retail districts
- Managed Mayor's Transit-Oriented Development Task Force to develop policy guidance for MetroRail and MetroBus transit areas, live-near-work and TOD design guidelines
- Developed TOD development guidelines and community education and outreach tools
- Agency liaison on transit priority corridor master plan and alternatives analysis
- Developed comprehensive multi-neighborhood plans identifying, assessing and addressing neighborhood priorities; coordinated multiple agency implementation
- Represented land use planning interests on: regional Transportation Planning Board, Metropolitan Policy Development Committee, Brownfields Inter-Agency Task Force, Soil and Water Conservation Board, and Bicycle Master Plan Advisory Committee
- Instructed, advised and empowered local citizens and leaders in planning, land use, development, and transportation planning

US EPA—Community, Economics and Innovation Division, Washington, DC

Policy Analyst, 1998–2000

- Led research on smart growth policy impacts on low-income, minority, or disenfranchised communities and provided technical assistance and outreach in equality and smart growth
- Represented EPA on the Ford Foundation National Roundtable on Smart Growth and Equity
- Managed Smart Growth Community University Consortium coordination
- Managed and implemented contracts and technical assistance to local partners
- Administered project development and implementation, contract and grant management
- Designed media campaigns, public speeches, workshops and presentations

Organization for Security and Cooperation in Europe (OSCE), Tuzla, BiH

International Voter Registration and Election Supervisor, 1997

- Managed twelve-member multi-ethnic voter registration team to register over 10,000 internally displaced peoples in Bosnia and Herzegovina
- Responsible for certification and oversight, dispute resolution, and staff management.

Corporation for National Service, Washington, DC

Grants and Contracts Associate, 1996

- Grant and contract tracking, monitoring and management; technical support to grantees; database management; communication, outreach and promotion

U.S. Peace Corps Volunteer, Vava'u, Tonga

Volunteer—Youth and Community Development and Environmental Education, 1993–1995

- Technical Assistance: Cottage industry/sustainable local income generation projects and micro enterprises targeted at youth and women
- Environmental education and national park design, designation and programming

Parliament of the Republic of Latvia/Ministry of Environment, Riga, Latvia

Environmental Policy Consultant, 1992

- Technical Assistance: Impact of private property reacquisition on preservation of national parks and protection of vital habitats
- English Language and technical communication instruction for environmental professionals

ADDITIONAL TECHNICAL ASSISTANCE AND CONSULTING

- Michigan Department of Transportation—Complete Streets implementation (2011)
- Chicago Department of Transportation—Fast Forward Chicago (2011)
- Apple Valley, MN—Bus Rapid Transit (2011)
- New Orleans, LA—Claiborne Avenue post-Katrina regeneration (2007)
- Lawrence, KS—walkable community network planning (2007)
- Cache Valley, UT—commuter rail transit-oriented development (2005)
- Federal Highway Administration—smart growth, green streets and transportation (2004 and 2010)

PUBLICATIONS, PRESENTATIONS, AND ADVISORY TEAMS

- Presentation: *FHWA Criteria & Tools for Sustainable Highways*, Alexandria, VA (October 2010)

- Publication: *Claiborne Avenue (New Orleans, LA) SDAT: A Report by the Sustainable Design Assessment Team*—American Institute of Architects (November 2007)
- Publication: *Community Retail Streets: 21st Century Neighborhood Centers*—American Planning Association Professional Advisory Services (PAS) Memo, Chicago, IL (July/August 2007)
- Publication: *Great Streets: Avenues For Investment*—Transportation Research Board, Institute of Traffic Engineers, US Access Board; Urban Streets Symposium; July 2007
- Publication: *Lawrence, KS SDAT: A Report by the Sustainable Design Assessment Team*—American Institute of Architects (January 2007)
- Panelist, Urban Land Institute Advisory Services Team, City of Littleton, CO (July 2006)
- Publication: *Great Streets DC: Framework for Transportation Investments and Revitalization*—District Department of Transportation, Washington, DC (February 2006)
- Publication: *Cache Valley SDAT: A Report by the Sustainable Design Assessment Team*—American Institute of Architects, Washington, DC (June 2005)
- Publication: *Trans-Forming Anacostia: Transit-Oriented Strategic Investment Plan for Historic Anacostia*—DC Office of Planning, Washington, DC (2005)
- Publication: *Transportation Infrastructure and Sprawl: ULI Panel Report to Federal Highways Administration*—ULI: The Urban Land Institute, Washington, DC (2004)
- Panelist, Urban Land Institute Advisory Services Team, Federal Highway Administration, Washington DC (December 2004)
- Presentation: “Linking Livable Corridors” —American Planning Association National Conference, Washington, DC (April 2004)
- Presentation: “Recentring: TOD Case Study: Columbia Heights” —National Building Museum DC Builds Lecture Series, Washington, DC (January 2003)
- Presentation: “New Arguments for TOD,” National Rail-Volution Conference, Washington, DC (2002)
- Presentation: “Trans-Formation – TOD in Washington, DC” —National Building Museum *DC Builds* Lecture Series, Washington, DC (July 2002)
- Publication: *Trans-Formation: Recreating Transit-Oriented Neighborhood Centers*—DC Office of Planning, Washington, DC (2002)
- Publication: *Final Report: Mayor’s Task Force on Transit-Oriented Development*—DC Office of Planning, Washington, DC (2002)
- Presentation: “Youth as Community Planners,” American Planners Association National Conference, New Orleans, LA (April 2000)
- Publication: *Local Tools for Smart Growth* (co-author)—National Association of Counties (2000)

HONORS, CERTIFICATIONS, AND ASSOCIATIONS

- Fulbright Scholar, Latvia
- American Institute of Certified Planners (AICP)/American Planning Association (APA)
- Women’s Transportation Seminar (WTS)
- National Association of City Transportation Officials (NACTO) former Board Member (alternate)
- AASHTO Standing Committee on Planning (SCOP), former member
- AASHTO Standing Committee on Performance Measures (SCOPM), former member

Jeffrey Tumlin

Principal



Jeffrey Tumlin has developed downtown, campus, station area, citywide and master plans for cities such as Washington DC, Trenton NJ, San Francisco, Seattle, Portland OR, Vancouver BC, Santa Monica, Denver, , and Abu Dhabi. He has also led the transportation component of transit-oriented development plans for over 60 station areas and new towns across North America. He is the author of the book, *Sustainable Transportation Planning*, published by Wiley in January 2012. He was also the lead author of many other publications, including the Abu Dhabi Urban Street Design Manual, BART's Transit Oriented Development Guidelines, Vancouver TransLink's Transit Oriented Communities Design Guidelines. His projects have won awards from the Congress for the New Urbanism, the American Institute of Architects, the American Planning Association and the American Society of Landscape Architects.

EDUCATION

Bachelor of Arts (with distinction), Urban Studies, Stanford University

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2000–Present; Senior Associate, 1998–2000

- **Greenhouse Gas reduction strategies** for BART, the Lake Tahoe region, the San Francisco Bay Area and the cities of Portland and Santa Monica, each of which quantifies the cost per ton of CO₂ removed. Largely due to the “No Net New Vehicle Trips” program requirements in Santa Monica’s new General Plan, the City is projected to exceed its state-mandated AB32 GHG reduction requirements by 20%,
- **Transportation Master Plans** for universities and college towns, including UC Berkeley and the City of Berkeley; Washington State University and the City of Pullman; Colorado State University and the City of Fort Collins; UC San Diego; and the University of Colorado. Each of these projects examined how the college and city could work together to accommodate significant growth while improving community livability. They also recommended the best relative investment in new parking versus new TDM programs to meet a range of goals
- **Transit Oriented Development and station area plans for over 60 rail station areas in the San Francisco Bay Area, Dallas, Vancouver, BC, Washington, DC, Denver, Los Angeles, Portland, OR, and Seattle regions.** Tumlin is also managing a \$8 million as-needed planning contract for BART that covers everything from station area planning to comprehensive station access, TOD and engineering standards. He co-authored BART’s *Station Access Guidelines* and *Transit Oriented Development Guidelines*. Key TOD projects include:
 - **Pleasant Hill BART Station Area Plan and Design Development.** Led the transportation planning effort in an intensive charrette process that produced a Form Based Code and successfully built project. See <http://www.co.contra-costa.ca.us/depart/cd/charrette>. Project broke ground in 2006.
 - **San Francisco “Better Neighborhoods.”** These five community-based specific plans allow for 10,000 new units of housing around San Francisco’s key rail stations. See www.betterneighborhoods.org.
 - **Station area plans for the Broadway/Commercial and Metrotown Stations in Vancouver BC.** Metrotown station is funded for construction in 2012.
- **Transportation Management Plans** for major multi-use projects. Building on his work at Stanford, Tumlin developed strategies to accommodate five million square feet of growth at Moffett Field and two million square feet of growth at San Francisco Executive Park with minimal increase in traffic. The programs at Moffett Field reduce traffic by 40%, largely through innovative program elements such as

parking cash-out and on-site housing. Other major development projects include the San Mateo Bay Meadows area and Pardee Homes' North Livermore project.

- **Parking management strategies.** For San Francisco, Arlington, VA, Seattle, WA, Walnut Creek, CA, and a variety of major employers and commercial districts, Tumlin has helped to identify the most cost effective mix of investments in new parking, improved parking management and transportation alternatives to meet local access and quality of life goals. In San Francisco, the city replaced parking minimums with maximums, following Tumlin's innovative analysis correlating parking with affordable housing production, gentrification and traffic generation (see www.betterneighborhoods.org).

PREVIOUS EXPERIENCE

Stanford University Office of Transportation Programs

Program Manager, 1996–1997; Program Coordinator, 1994–1995; Special Projects Coordinator, 1992–1994

- Responsible for the accommodation of 2.5 million square feet of campus growth with no net increase in peak period vehicle trips. Managed the campus parking, shuttle, bicycle, carpool and pedestrian programs.

SELECTED LECTURES AND PUBLICATIONS

- *Sustainable Transportation Planning*. Wiley, 2012. Primary author and editor.
- *Urban Street Design Manual*. Abu Dhabi Urban Planning Council, 2010. Primary author and editor.
- *Form Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers*, by Daniel Parolek. Wiley, 2008. Section author.
- *Sustainable Urbanism: Urban Design With Nature*, by Doug Farr. Wiley, 2007. Section author.
- *Transit Oriented Development Guidelines*, BART. Co-author.
- *Station Access Guidelines*, BART. Co-author.
- "Making Transit Oriented Development Work," *Planning*, May 2003. Co-author.
- *Parking Alternatives Handbook*, US EPA Smart Growth Office, April 2004. Co-author.
- "Sustainable Mobility." Annual lectures at Stanford University and San Francisco State University.
- "Transportation Planning 101" and "A Parking Primer" for Rail-Volution, New Partners for Smart Growth, Congress for the New Urbanism, US Mayors' Institute, American Planning Association and other national conferences, 2000-2011.

SELECTED AWARDS

- 2012 American Planning Association National Planning Excellence for Implementation Award for Contra Costa Centre/Pleasant Hill BART Station Area Plan.
- 2011 Congress for the New Urbanism Charter Award and California APA Best Practices Award for San Francisco Better Streets Manual. Prime: CD+A
- 2010 California APA and Southern California Association of Governments Awards for Santa Monica Land Use and Circulation Element update.
- 2009 International Society of City and Regional Planners Award for Excellence (Best Regional Plan), Abu Dhabi Urban Planning Council, Al Ain 2030 Framework Plan. Prime: Larry Beasley.
- 2005 Washington State APA Award for Excellence in Planning, Seattle South Lake Union Parking Study
- 2004 American Institute of Architects Honor Award for Outstanding Regional and Urban Design "Getting it Right: Preventing Sprawl in Coyote Valley." Client: Greenbelt Alliance; prime: WRT/Solomon ETC.

Stephanie Wright, AICP

Senior Associate



Stephanie Wright has over six years of experience as a multimodal planner with a focus on transit and pedestrian facilities. She specializes in bus transit service and coordination, transit feasibility, and pedestrian street design. Stephanie has completed non-motorized data collection and level of service analyses at transit stations, corridors, and downtowns (including in New York, Washington DC, and New Orleans). She has also led community walking tours identifying barriers to walking and cycling and workshops .

EDUCATION

Master of Urban Planning, Robert F. Wagner Graduate School for Public Service at New York University
B.A., History and English, University of Delaware

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Senior Associate, 2011–Present; Associate Project Planner, 2008-2011; Associate, 2006-2008; Intern, 2005-2006

Multimodal Studies

- **Abu Dhabi Street Design Manual, Abu Dhabi, United Arab Emirates (2009).** Collected curb-to-curb best practice research as part of a design team tasked with creating a world-class street design manual for the entire emirate of Abu Dhabi, with the goal of retrofitting current highway-like arterials as pedestrian-oriented streets.
- **Wiehle Ave Multimodal Level of Service Analysis (2010).** In light of planned Metrorail extension into Reston, VA. Fairfax County undertook an analysis of proposed non-motorized station access projects required around the new station using a Multimodal Level of Service model developed for NCHRP. Due to shortcomings in the NCHRP model, created a new critical model, using metrics for optimal intersection design, to rate and rank the projects and create an implementation timeline.
- **Circulation Assessment, Jinan, China (2010).** Traveled to China in December 2010 for the China Sustainable Energy Program to provide design review for a planned community south of Jinan's central district. This community would also include a BRT line. The proposed plan included one main arterial down the center of the plan; however, CSEP realized this would quickly become congested. Stephanie created a circulation system with additional neighborhood access points that still maintained privacy and a series of street sections to allocate space in the proposed right-of-way.
- **Jackson Heights Neighborhood Transportation Study (2009-2010).** Jackson Heights in Queens, NY has a bustling, active downtown that is also beset by many transportation problems: congestion, noise, double parking, and unsafe pedestrian crossings. The project involved extensive public outreach to understand the neighborhood's issues as well as workshops designed to teach people about short-term strategies, like parking regulations and signal timing changes, that can markedly improve walking conditions.
- **Minnesota Avenue Great Streets (2009-Present).** The Great Streets program in Washington, D.C. is a multi-agency effort to transform several corridors into successful neighborhoods through street design. An evaluation criteria matrix with scores was created to assess elements of the street design to ensure that the design meets the Great Streets goals. Wrote a research document supporting elements of the matrix and scoring.
- **New Orleans Mobility and Parking Study (2008).** Conducted data collection on walking conditions, vehicle speeds, and circulation patterns in downtown New Orleans with the goal of improving parking utilization and pedestrian circulation upriver and downriver.
- **Salam Street Charrette, Abu Dhabi, United Arab Emirates (2006).** Assisted project team hired by the Executive Affairs Authority of Abu Dhabi to lead a four-day charrette in Abu Dhabi envisioning design options for a major arterial reconstruction in the heart of city of Abu Dhabi. Designs included large-scale regional network plans, detailed intersection layouts, block patterns, and pedestrian circulation.

- **Benjamin Franklin Parkway Parking and Circulation Study, Philadelphia, PA (2006).** Transportation planner for Phase II of this two-part corridor study. Phase I studied changing land uses with a focus on access and parking issues tied to anticipated changes in visitation, residential, and occupational land use patterns. Phase II examined access and integration issues surrounding the entire Parkway corridor. Project Participation included:
 - Conducted traffic and parking counts
 - Network analysis of vehicle, pedestrian, and bicycle circulation
 - Signal timing and Level of Service evaluations
 - Public outreach representative at open house

Transit Feasibility

- **Fort Drum, Watertown, NY (2012).** A growing population both at Fort Drum and the Watertown region, in concert with a hypothesis that many residents have trouble accessing jobs and services, spurred the Fort Drum Regional Liaison Organization to commission a transit needs and coordination study. As project manager, conducted a needs assessment and peer review of military base transit systems to create a series of options for short and long-term partnerships to increase available services for both soldiers and the community.
- **Dutchess Transit Feasibility, Dutchess County, NY (2010).** In light of service cuts to the rural northeast portion of Dutchess County, a local non-profit hired NN to complete a needs assessment for future service to be provided by a combination of the county and a new operator. Involved focus groups, surveys, and creation of alignment alternatives. Helped the potential new operator write a New Freedom grant, which has been received.
- **Passenger Rail Feasibility Study, Walden, NY (2007).** Projected ridership for conversion of a freight rail spur off the Port Jervis Metro-North line into passenger service. Future travel demand was based on existing commute times and costs versus potential savings.
- **Nogales Transit Feasibility and Implementation Study, Nogales, AZ (2007).** The study determined the viability of initiating transit service within Nogales, a small border town. Assessed needs using federal guidelines to forecast transit demand on new bus service based on population projections for transit-dependent demographic groups.

Pedestrian

- **Farragut Square Pedestrian Safety and Accessibility Study, Washington, D.C. (2012).** The Golden Triangle Business Improvement District undertook a pedestrian safety study at a neighborhood park serving as a junction for recreational users, two Metro stations, numerous bus routes, and special events. A daylong workshop with stakeholders was held, including two walking tours, to witness site issues and inform design decisions. The square is bookended by arterials, thus traffic engineers were brought on the team to justify proposed allocation of space to pedestrian travel.
- **Pedestrian Safety at and Near Bus Stops (2010).** The North Jersey Transportation Planning Authority sought to lower pedestrian injuries and fatalities by targeting bus users as known pedestrians. Using police crash data, bus stops with the highest number of casualties were selected for redesign, and supplemented with a bus stop safety toolbox. Through two rounds of focus groups, several education and awareness campaign ideas were created and vetted through bus riders and motorists.
- **Al Ain Improvement of Pedestrian Safety & Movement (2011).** The growing city of Al Ain, UAE, wanted to move from having one of the worst traffic safety records in the world to adopting a pedestrian first urban street design manual. As part of this project, NN laid out street crossings for the entire city and created a score system prioritizing crossings near transit and pedestrian generators for implementation.
- **Walking Tours (Varied).** Assisted or led walking tour assessments with: politicians (Hempstead, NY for Tri-State Transportation Campaign), citizens (Upper Manhattan for Transportation Alternatives; Bellport,

NY for Sustainable Long Island), and stakeholders (Washington, D.C. for the Golden Triangle Business Improvement District).

Transit Surveys & Data Collection

- **Albany NY Route 5 Bus Rapid Transit Operations Plan (2007).** Ran origin-destination data collection effort on two CDTA routes to determine station locations for BRT stations along Central Avenue from downtown Albany to Schenectady. Trained temporary workers for four days of survey distribution and collection.
- **Glens Falls Transit Development Plan (2008-2009).** Coordinated and supervised onboard passenger survey distribution for fixed route service in Glens Falls, NY. Achieved nearly 50 percent daily ridership response rate, and participated in subsequent route evaluations and recommended modifications.
- **Community Transit Ridecheck, Everett, WA (2010).** Co-managed a three-week ridecheck of 100% of Community Transit's routes.
- **Cortland County Transit Needs Assessment (2008).** Created a survey targeted at non-users of the transit system to elicit common origins and destinations and community thoughts regarding bus service. To maximize responses, the survey was available online and via hard copies placed throughout the county.

Coordinated Transportation

- **Chicago RTA Coordinated Public Transit Human Services Plan (2008).** Data collection and survey analysis for a study coordinating the numerous human services transportation programs in the RTA's seven-county service area. Interviewed current providers and mapped coverage for each county.
- **Hudson County, NJ Public Transit Human Services Plan (2009).** Publicized and helped run stakeholder workshops and public workshop as part of the county's federally mandated human services plan.

GIS Mapping & Graphics

- **NYMTC Human Services Transportation Plan (2009).** Created a series of GIS maps analyzing transit dependent populations for the 10-county New York City metro region as part of NYMTC's human services coordination plan. Using Census data at the block group level, the maps displayed the total number and density of older adults, persons with low income, and persons with disabilities.
- **New Orleans Mobility and Parking Study (2008).** Seven intersections and places were chosen to be redesigned with elements such as roundabouts, curb extensions, new crosswalks, and a transit mall. In Vector Works, a CAD program, laid out the existing aeriels and drew recommended design.

PREVIOUS EXPERIENCE

New York Metropolitan Transportation Council

Intern, 2005–2006

- Researched Census 2000 errata, developed manual for annual Hub Bound Report, organized events, inventoried GIS data.

New Jersey Transit

Intern, 2005

- Developed manual for analysis of NJ Transit's Joint Benefit Agreement with Amtrak.

Office of the Inspector General of the MTA

Audit Intern, 2005

- Examined Long Island Railroad's employee timesheets and identified excessive overtime and penalty payments. Other duties included visiting train yards and interviewing supervisors, creating charts and graphs, and writing memos.

The Insight Works, Inc.

Assistant Project Director, 2004–2005



Stephanie Wright
Senior Associate

- Supported planning and operations for a market research company focusing on visual ethnographies conducted by anthropologists. Duties included maintaining databases, coordinating videographers and anthropologists, and drafting recruiting screeners.

PUBLICATIONS

- Riis Beach: A Gate to Gateway. Conducted 8-month group project for the National Park Service assessing adaptive reuse options for former Coast Guard Station Rockaway. Wrote transportation section of report, identifying options for access to the area via ferry and public transportation. Highlighted importance of signage and wayfinding to circulate visitors from the coast guard building to nearby Riis Beach. <http://tinyurl.com/7qedwex>.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- American Institute of Certified Planners
- American Planning Association

THOMAS KRONEMEYER

ASSOCIATE PRINCIPAL

Thomas Kronemeyer is an urban designer with a background in city planning and landscape architecture. His professional experience and range of work on projects for public entities and corporate clients includes:

- The conceptual and detailed design of streetscape improvements and transit facilities;
- Street design manuals;
- Transit access studies and transit design guidelines;
- Context Sensitive Solutions for multi-modal corridors;
- Transportation-land use planning;
- Station area planning; and,
- Public participation.

Throughout his professional practice, both in Germany as well as in the United States, Thomas has consistently worked on multi-disciplinary planning and design teams. The design of pedestrian-oriented, livable places and the sensitive integration of proposed development and uses into the fabric of existing built and natural environments are at the core of Thomas' professional work and research. During his over ten years with CD+A, his work has frequently focused on challenges and solutions involved in the design of major corridors, streets, and transit facilities. Thomas was an urban design contributor to ITE's recommended practice *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach* and regularly presents CD+A's broad range of work on urban design related to the nexus between land use and transportation to a variety of audiences. Most recently, he served as urban designer on a panel of experts charged with exploring design options for Independence Boulevard in Charlotte, NC on behalf of the ULI Daniel Rose Center for Public Leadership.

Years of Experience	18	
Professional Practice	<ul style="list-style-type: none">▪ 2008- Associate Principal, Community Design + Architecture▪ 2005-2008 Senior Associate, Community Design + Architecture▪ 2001-2004 Associate, Community Design + Architecture▪ 2000-2001 Urban Designer, Community Design + Architecture▪ 1997-2000 Project Designer and Planner, Lyndon/Buchanan Associates▪ 1996-1997 Assistant Coordinator, Mayors Institute on City Design: West▪ 1991-1993 Landscape Architect, Nagel Landscape Architects, Hanover, Germany	
Education	<ul style="list-style-type: none">▪ 1996 Master of City Planning, University of California, Berkeley▪ 1996 Master of Landscape Architecture, University of California, Berkeley▪ 1990 Diplom-Ingenieur, Landscape Architecture, Leibnitz University Hanover, Germany	
Affiliations	<ul style="list-style-type: none">▪ Member Congress for the New Urbanism	

Example Projects



Abu Dhabi Street Design Manual

Abu Dhabi City and Region, United Arab Emirates
Associate-in-Charge

Abu Dhabi Urban Planning Council
2009

As part of a large international team of experts, CD+A helped to develop a street design manual and initial plans for the redesign of three major urban streets in Abu Dhabi (UAE). Specifically, CD+A's role focused on creating a comfortable and attractive pedestrian realm to encourage walking. Thomas led all aspects of CD+A involvement in the project, including the development of pedestrian realm-specific content and graphics for the manual.

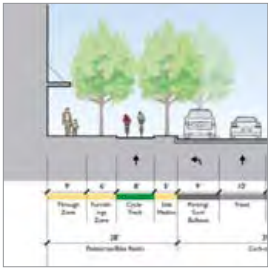


Marin TPLUS Transit and Pedestrian-oriented Design Toolkit

Marin County, California
Project Manager

Transportation Authority of Marin
2003 to 2008

The Marin Pedestrian and Transit-oriented Design Toolkit provides assistance and guidance to all jurisdictions in Marin County who wish to implement pedestrian, bicycle, and transit-friendly policies and design applications. Thomas oversaw development of policies, planning and design tools related to multi-modal streets and circulation networks, transit supportive land uses choices, and pedestrian supportive urban design. He also led outreach to and coordination with Marin's many jurisdictions.



Eastern Neighborhoods Transportation Implementation Planning Study

San Francisco, California,
Principal-in-Charge

San Francisco Municipal Transportation Agency
2010 to present

CD+A worked with a multidisciplinary team on a plan to develop transportation solutions that complement the recent land use and community planning in San Francisco's Eastern Neighborhoods. Thomas led CD+A's effort to develop street design concepts for three key corridors that address issues prevalent throughout the Eastern Neighborhoods such as creating walkable neighborhood commercial districts, balancing industry and walkability, and improving transit accessibility.



SFCTA Neighborhood Transportation Plans

San Francisco, California
Project Manager

San Francisco Transportation Authority
2005 to 2010

Thomas led the urban design related tasks of targeted and community-driven street improvement efforts in several San Francisco neighborhoods. He participated in neighborhood walking tours and public outreach efforts to ensure improvements addressed local needs and context. The plans focus on improved pedestrian access, safety, and aesthetics and included concepts such as "shared streets," transit nodes, pavement-to-parks, and traffic calming.



San Benito County Transit Design Guidelines

San Benito County, California
Project Manager

San Benito County Local Transportation Authority
2010

Thomas led CD+A's urban design work for the preparation of Transit Design Guidelines for San Benito County's Local Transportation Authority. He directed the firm's research of "peer" guidance and "best practices" documents and authored the guideline sections "Designing for Access to Transit" and "Transit Facility Standards".

PHILIP ERICKSON, AIA

PRESIDENT

Philip Erickson is a planner, urban designer, and architect with extensive experience in community and urban design, land use/transportation planning, site planning, architecture, and feasibility analysis. The scale of his work ranges from the region to the detail of specific site and street design. He is responsible for the management of multidisciplinary teams on work for public and private clients, including:

- regional transportation and land use projects;
- major new towns and master planned communities in the United States and Pacific Rim;
- transit-oriented, mixed-use neighborhoods, and transit station areas;
- Specific Plans and Area Plans;
- Public policy and program design for the implementation of smart growth and the New Urbanism; and,
- a variety of public space and building architecture.

Phil's success in this work results from a commitment to working with clients to analyze their needs and identify creative solutions and designs to satisfy these needs. His approach balances a stakeholder consensus-building process with design and technical analysis. His experience in design, implementation, transportation planning, market economics, and management allow him to effectively work with and focus the efforts of multidisciplinary teams. Phil lectures throughout the country regarding land use and transportation issues and has authored national standards in integrated transportation and land use design.

Years of Experience	25	
Professional Practice	<ul style="list-style-type: none">▪ 1997-▪ 1990-97	President, Community Design + Architecture Senior Associate, Calthorpe Associates
Education	<ul style="list-style-type: none">▪ 1989▪ 1989▪ 1983	Master of Architecture, University of California, Berkeley Master of City Planning, University of California, Berkeley Bachelor of Arts in Architecture, University of California, Berkeley
Licensing	<ul style="list-style-type: none">▪ 1993-▪ 2010-	California Architect C23060 Arizona Architect 51541
Affiliations	<ul style="list-style-type: none">▪ Member▪ Member▪ Founding Member▪ Advisory Council▪ Member	American Institute of Architects Congress for the New Urbanism Congress for the New Urbanism, Northern California Chapter Transform (formerly Transportation and Land Use Coalition) Institute of Transportation Engineers
Awards	<ul style="list-style-type: none">▪ 2011▪ 2011▪ 2006▪ 2005▪ 2004▪ 2003	CNU Charter Award Grand Prize – Block, Street & Building Category – San Francisco Better Streets Plan California Chapter APA Award of Excellence – Best Practices Award – San Francisco Better Streets Plan California Chapter APA Focused Planning Award - Emeryville Stormwater Guidelines for Green, Dense Redevelopment California Chapter APA Comprehensive Planning Award – San Leandro E14th Street South Area Development Strategy Transportation Planning Award (FHWA, FTA, & APA – Valley Metro Rail Station Area Planning & TOD Overlay Ordinance Institute of Transportation Engineers National Pedestrian Projects Award– SANDAG Pedestrian Design Guidelines

Example Projects



San Francisco Better Streets Plan

San Francisco, California
Principal-in-Charge

SF Planning Department, Department of Public Works, and PUC
2006 to 2008

Phil led a team of more than a dozen firms to develop a flexible methodology for designing streetscapes for all street types in San Francisco as part of the Better Streets Plan. The team of engineers, hydrologists, transportation and urban design experts focused on developing design standards that are adaptable to local context and meet ambitious goals for sustainability and pedestrian and transit-orientation. The plan involved extensive collaboration with many City departments.



VTA Pedestrian Technical Guidelines

Santa Clara County, California
Principal-in-Charge

Valley Transportation Authority
2002 to 2003

CD+A prepared technical guidelines for the improvement of the pedestrian environment throughout Santa Clara County as a complement to VTA's Manual for Best Practice for Integrating Transportation and Land Use. Phil took a lead role in working with a multi-jurisdictional steering committee and working to ensure that the various departments at VTA reached agreement about the balancing of pedestrian and other access modes to VTA transit stations.



Designing Walkable Urban Thoroughfares: A Context Sensitive Approach

Institute for Transportation Engineers and The Congress for the New Urbanism
Lead Urban Design Consultant

2004 to 2006

CD+A was the lead urban design consultant on a multi-disciplinary team which developed cutting edge standards for the design of major streets in urban contexts. Phil was the primary author for the definition of context and the linkage to thoroughfare design, and the integration of urban design into the design of thoroughfares to better complement context and create great urban places.



Grant Road Corridor Improvement Plan

Tucson, Arizona
Principal-in-Charge

City of Tucson Transportation Department
2007 to present

Phil is leading CD+A's efforts as part of the multidisciplinary team that is working to redesign a five-mile segment of Grant Road utilizing Context-Sensitive Solutions. CD+A is leading the urban design and land use efforts, and has been guiding the public workshop and task force process. A Community Character & Vitality Plan with a form-based code is a critical component of the design and planning of this corridor.



Green Streets: Environmental Designs for Transportation

Metro Portland Region, Oregon
Principal-in-Charge

Metro Regional Services
2000 to 2001

Phil was Principal-in-Charge working with CD+A's project manager in key advisory committee meetings and the community planning aspects of this "Green Streets" Best Management Practices (BMP) Handbook for the Portland Metro Region. The Handbook includes detailed design solutions, and a methodology of how to match a particular solution to specific site conditions such as topography, soil type, street type, and political and public will.

JONAH CHIARENZA, LEED GREEN ASSOCIATE

PROJECT URBAN DESIGNER

Jonah Chiarenza is an urban designer with a background in project architecture, urban design and planning with a focus on Smart Growth and green design. His academic and professional experiences include:

- urban design and planning for pedestrian-oriented and TOD projects;
- development of urban design guidelines and Specific Plan documents;
- creation of interactive public outreach materials and presentations;
- illustration, rendering, and 3D modeling of conceptual architectural and urban designs;
- digital film production; and,
- GIS mapping and database management.

Jonah's work at CD+A includes the development and illustration of design concepts for urban spaces and building configurations that support pedestrian activity, transit accessibility, and feature sustainable, green-building techniques, including low-impact stormwater management practices. He has contributed his design, illustration, and editing skills to such projects as the *San Francisco Stormwater Design Guidelines*; the *San Francisco Better Streets Plan*; station area planning for LRT implementation in Tempe, AZ; station planning for Sonoma-Marín Area Rail Transit (SMART); GIS-based growth modeling in the California central valley; LEED®-ND pilot certification projects; open space and land-use planning in the coastal community of Fort Bragg, CA; and, planning and urban design for the Oakland Central Estuary Specific Plan. His broad professional and academic experience is unified by strong and expressive graphic abilities, and excellent written, editorial and verbal communication skills.

As a designer at Worn Jerabek Architects, Jonah developed drawings, renderings, and models for a variety of mixed-use urban and TOD projects. He has studied urban design in Copenhagen, Stockholm, Berlin, Amsterdam, Helsinki and Istanbul, leading tours for students of design.

Years of Experience	6
Professional Practice	<ul style="list-style-type: none">▪ 2008- Present Project Urban Designer, Community Design + Architecture▪ 2007-08 Junior Urban Designer, Community Design + Architecture▪ 2005-07 Public Service Fellow, Thomas Jefferson Planning District Commission, Charlottesville, Va.▪ 2004-06 Program Assistant – Danish Institute for Study Abroad (DIS) Architecture & Design Program▪ 2002-04 Designer, Worn Jerabek Architects, Chicago, IL
Certifications	<ul style="list-style-type: none">▪ 2010 LEED® Green Associate, US Green Building Council
Education	<ul style="list-style-type: none">▪ 2007 Master of Urban and Environmental Planning University of Virginia, Charlottesville▪ 2002 Bachelor of Science, Magna Cum Laude Washington University in St. Louis – School of Architecture
Affiliations	<ul style="list-style-type: none">▪ Member San Francisco Planning + Urban Research Association▪ Member East Bay Bicycle Coalition

Example Projects



San Francisco Better Streets Plan

San Francisco, California
Urban Designer

San Francisco Planning, Public Works, and PUC
2006 to 2008

CD+A led a team of 12 firms and managed the project's interface with a multi-departmental management committee to develop technical guidelines for streetscape design in San Francisco. The team researched best practices in street design and developed technical specifications for street geometries, sidewalk design, landscaping, lighting, and furnishings for a variety of contexts and conditions. Jonah produced graphics and case study materials.



Stormwater Design Guidelines for San Francisco

San Francisco, California
Urban Designer

San Francisco Public Utilities Commission
2006 to 2008

CD+A helped to develop guidelines that link urban stormwater management with the design of better public space in San Francisco. Stormwater management tools are selected and integrated into appropriate land-uses based on stormwater management performance criteria as well as contribution to the built environment and quality of life in San Francisco. Jonah developed illustrations and designed attractive, easy to understand layouts for the guidance document.



Hollywood Mobility Study

Hollywood, California
Assistant Project Manager

City of Los Angeles
2008

CD+A, as a sub-consultant to a transportation planning firm, developed urban design strategies to support the City of Los Angeles' Mobility Strategy Plan for the heart of Hollywood's nightclub district, centered around the famous intersection of Hollywood and Vine. Jonah helped develop pedestrian and transit-oriented street sections and a centralized valet station designed to improve walking conditions and reduce congestion in the project area.



US 101 Multi-Modal Improvement Simulations

Greenbrae, California
Project Manager

Transportation Authority of Marin
2006 to present

CD+A is working with a lead engineering firm to develop simulations for highway improvements and new pedestrian and bicycle infrastructure in the town of Greenbrae, north of San Francisco. New multi-use pathways, sidewalks, and bike lanes along with reconfigured vehicle access on and around US 101 are being modeled, along with potential mitigations as part of a Visual Impact Assessment. Jonah is managing the development of the simulations.



San Antonio/ Mayfield Pedestrian and Bicycle Tunnel Feasibility Study

Mountain View, CA
Urban Designer

Parsons and City of Mountain View
2008

CD+A studied the physical and technical feasibility of constructing a pedestrian and bicycle tunnel that would connect the proposed Mayfield residential development to the San Antonio Caltrain station across the Central Expressway, and that would enhance pedestrian safety and minimize potential conflicts with vehicles on this busy road. Jonah helped develop and illustrate three schematic designs that create public spaces and enhance the pedestrian and bicyclist experience.

BRENDAN NEE

EDUCATION

2012	Hacker School batch[2]	New York, NY
2004 - 2007	University of California, Berkeley	Berkeley, CA
	MS. in Civil Engineering	GPA: 3.82/4.00
2000 - 2003	University of Minnesota	Minneapolis, MN
	Bachelor's Degree in Civil Engineering	Undergraduate GPA: 3.90/4.00

AWARDS AND ACCREDITATIONS

- Winner of Startup Weekend Las Vegas, July 2011 - ClippPR.com
- LEED AP
- A picture of me on my giant net made the reddit frontpage, twice: <http://bn.ee/reddit>

WORK EXPERIENCE

2007-present	BlinkTag Inc	San Francisco, CA
	<i>Co-founder</i>	
	Co-founded a web development consulting firm that specializes in technology-driven solutions for urban planning, transportation and civic apps. Within four years, built a client base of over 60 organizations including BART, Arup, PBS, UC Berkeley, Governor's Office of Emergency Services (CA), 511 Contra Costa., and Breathe California. Managed all projects and coordinated work between 4 employees and 10 contractors.	
2011	University of California, Berkeley	Berkeley, CA
	<i>Lead Instructor</i> , LEAD Program	
	Served as lead instructor a 3-week intensive course on introduction to programming for underrepresented high school students for the LEAD Program. Sponsored by Google and hosted by UC Berkeley, it was the first time a computer science curriculum had been taught by LEAD. Responsibilities included developing course curriculum and assignments, leading daily three hour lectures, coordinating with graduate student instructors, and assessing students progress.	
Spring 2007	Arup	San Francisco, CA
	<i>Transportation Planning Intern</i>	
	Studied and designed a variety of transportation planning projects including a bus rapid transit (BRT) line, and drafted plans for streetscape and public utility projects. Responsibilities included organizing and collecting data, creating presentations, and writing literature reviews, and was performed both in the field and in an office setting.	
Summer 2006	Bechtel Corporation	London, UK
	<i>Project Controls Engineer</i> , Channel Tunnel Rail Link, St. Pancras Station	
	Employed project controls engineering techniques for tracking cost and schedule on the \$7.8 billion Channel Tunnel Rail Link project. Responsibilities including writing monthly dashboard reports for department heads.	

SKILLS

<i>Client-Side</i>	<i>Server-Side</i>	<i>Non-Technical</i>
<ul style="list-style-type: none">• JavaScript• HTML/CSS• Google Maps API• OpenStreetMap	<ul style="list-style-type: none">• Node.js• Clojure/Noir• PHP• Python	<ul style="list-style-type: none">• Project Management• Transportation Engineering• Transportation Planning

PROJECTS

TrekCrunch - Determines cost and time by all travel modes for all points	http://trekcrunch.com
Bikesy - Bike routing service and web application	http://bikesy.com
Walksy - Mobile app for generating walking tours	http://walksy.com
Solo Kota Kita - Visualizations and maps of the Indonesian Census	http://solokotakita.org
Who You Met - Mobile app for recording info about people you meet	http://whoyoumet.com
County Connection - Transit agency website and GTFS conversion	http://cccta.org

View more projects at <http://bn.ee/projects> and see the source at <http://github.com/brendannee>

TRUCY M. PHAN

2471 Glen Angus Way
San Jose, CA 95148

trucy.phan@gmail.com
(319) 610-4438

CORE COMPETENCIES

- Mechanical Engineering design concepts and Civil Systems engineering
- Sustainable/green design and energy efficient theory and practice; methods of pollution prevention and reduction
- Calculating feasibility and economic impact of using alternative materials, technologies and processes
- Data collection, reduction and analysis using Excel and MATLAB
- Excellent oral, writing and presentation skills; writing and editing technical reports

EDUCATION

University of California, Berkeley; Berkeley, CA - GPA: 3.50/4.00 Aug. '07 – May '08
M.S.; Civil & Environmental Engineering; Focus Area: Civil Systems

The University of Iowa; Iowa City, IA - GPA: 3.38/4.00 Aug. '03 – May '07
B.S.; Mechanical Engineering; Focus Area: Management; Minors: Business, Mathematics

WORK EXPERIENCE

Independent Website and Graphic Designer, Self-Employed; San Jose, CA Sept. '08 – Present

- Work one-on-one with clients, soliciting and integrating their feedback throughout the design process in order to best meet their needs and stay within their budgets.
- Estimate project scope, deliverables and timeline, prepare project estimations and send invoices to clients.
- Implemented search engine optimization on websites.
- For one client's website, the % of visitors arriving via search engine increased 55% and the average number of visitors per day increased 13% six months after the website launch (compared to a two-month period before the launch).

Skills applied and specialized knowledge acquired: Adobe Photoshop, Illustrator, InDesign, Dreamweaver CS4; X/HTML and CSS; implementing open source technologies (e.g. WordPress and Google Analytics); basic website search engine optimization/SEO, graphic design, website design.

Graduate Student Instructor, University of California, Berkeley; Berkeley, CA Jan. – May '08

- Taught 20-30 freshmen students programming and engineering theory, concepts and practice in three two-hour computer lab sessions per week.
- Held weekly consultation hours for students.
- Reviewed and monitored course logistics and assignments for undergraduate class of 400 students.
- Given 48 hours' notice, successfully assembled and managed a seven-member team to execute a major 300+ person course event.

Skills applied and specialized knowledge acquired: MATLAB, teaching, management, planning, organization.

Research Assistant, The University of Iowa Center for Computer-Aided Design; Iowa City, IA Aug. '05 – Jul '07

- Developed user interfaces using VB.NET and Virtools for digital human software by integrating posture prediction and optimization codes with user objectives.
- Prepared technical papers.
- Doubled as key player on unofficial marketing and public relations team because of excellent communication skills.
- Took last-minute assignment from concept to completion in less than 24 hours for a university-wide lecture.
- 2007 University of Iowa Student Employee of the Year nominee.

Skills applied and specialized knowledge acquired: VB.NET, Virtools, user interface design, marketing, event promotion, editing; Microsoft Word, PowerPoint and Excel.

Pollution Prevention Consultant, Iowa Department of Natural Resources; Des Moines, IA May – Aug. '06

- Collected and analyzed data, researched alternative (more sustainable) processes, communicated with vendors, conducted economic analyses and proposed money-saving projects, wrote comprehensive final report, presented to company and IDNR.
- Determined potential for seven projects at two facilities worth over \$400,000 in annual savings. 1.5 years later, three projects were fully or partially implemented.
- Wrote grant application a grant review committee member described as "phenomenal" for its clarity and quality.

Skills applied and specialized knowledge acquired: Data collection, reduction and analysis, pollution prevention methods, quantitative and economic analysis, consulting, communication, writing, presentation.

Resume: Michael Ronkin

Ch du Champ des Bois 27 1234 Vessy Switzerland

0041-22-784-3246

michaelronkin@gmail.com www.michaelronkin.com

Current Position Principal, Designing Streets for People, specializing in pedestrian and bicyclist access, mobility and safety

Prior Positions Bicycle and Pedestrian Program Manager, Oregon DOT 1989-2006
Transportation Engineering Specialist, Oregon DOT, 1984-1989

Education BS from UC Davis (most bicycle-friendly city in US)

Experience

Training Offers courses to engineers & planners on street designs to better accommodate pedestrians and bicyclists. Specialty subjects: intersections, road diets, ADA

- FHWA - offers training to states and MPOs to help them develop a Pedestrian Safety Action Plan;
- Complete Streets Coalition: offers workshops to jurisdictions adopting or implementing Complete Streets policies.

Design ODOT: Reviewed road project plans for compatibility with bicyclist and pedestrian needs. Proposed pedestrian and bicyclist design standards for sidewalks, driveways, ramps, intersections, signs, etc. Member of ODOT technical review teams on Roundabouts, Access Management and the Oregon Highway Design Manual.

National: Team member for the development of the AASHTO Guide for the Development of Bicycle Facilities; chaired the NCHRP Panel overseeing development of the AASHTO Guide for the Development of Pedestrian Facilities; collaborated with Access Board on ADA design; member TRB committee on Pedestrians and TRB committee on Context Sensitive Solutions;

International: Work for ITDP on street design projects in India and China

Local Assistance Works with communities on spot problems such as difficult intersections, pedestrian crossings, overly wide streets. Reviews conditions, makes recommendations, including photo renderings and a PowerPoint presentation to the public and staff.

Planning Developed the 1995 Oregon Bicycle and Pedestrian Plan policies. Reviewed ODOT modal plans, Transportation System Plans and other plans for ped/bike compatibility.

Policy/Funding Clarified ODOT's walkway and bikeway policy, based on Oregon law, the basis for all modern Complete Streets policies; secured funding for sidewalk retrofit programs.

Local Programs Managed a grant program (project review/selection, grant management, design review, inspection, payments); coordinated local bicycle/pedestrian professionals meetings; prepared technical and funding information for distribution to cities and counties

Publications Lead author of the Oregon Bicycle and Pedestrian Plan; Oregon Bicyclist Manual; Oregon Bicycling Guide & Coast Bike Route maps; Main Street Handbook. Primary author of "How to Develop a Pedestrian Safety Action Plan." Contributor to APA Complete Streets Best Practices Manual and the LA County Model Complete Streets Design Manual

Public Liaison ODOT staff liaison for the Oregon Bicycle and Pedestrian Advisory Committee; represent ODOT at local public hearings and state legislature;

Keynote Speaker Addresses a variety of audiences on livability issues; excellent PowerPoint skills.

Professional organizations Association of Pedestrian and Bicycle Professionals (founding member); Congress for the New Urbanism; Complete Streets Coalition

REID H. EWING

EDUCATION

Doctor of Philosophy in Urban Planning and Transportation Systems, Massachusetts Institute of Technology (1978)

Master of City Planning, Harvard University (1973)

Master of Science in Engineering and Applied Physics, Harvard University (1971)

Bachelor of Science in Mechanical Engineering, Purdue University (1970)

Graduated 1st in Class of 4,500 students

EMPLOYMENT

Professor, Department of City and Metropolitan Planning, University of Utah, Salt Lake City, UT (2009-present)

Associate Professor, National Center for Smart Growth, University of Maryland, College Park, MD (2003-2008)

Director, Alan M. Voorhees Transportation Center, Rutgers University, New Brunswick, NJ (2001-2003)

Research Professor, Rutgers University, New Brunswick, NJ (1999-2003)

Associate Professor, School of Architecture, Florida International University, Miami (1995-1998)

Senior Researcher, FAU/FIU Joint Center for Environmental and Urban Problems, Ft. Lauderdale (1992-1995)

Visiting Faculty Member, Center for Urban Transportation Research, University of South Florida, Tampa (1990-1992)

Associate and Senior Planner/Engineer with Glatting Lopez Kercher Anglin, Inc., Orlando, Florida (1989-1990)

State Representative, Arizona Legislature, Phoenix, Arizona (1985-1989)

Assistant Professor, Department of Public Policy, Planning and Administration, University of Arizona (1981-1984)

Staff Director, General Oversight Subcommittee, Small Business Committee, U.S. House of Representatives (1980-1981)

Associate Analyst, U.S. Congressional Budget Office (1977-1979)

Visiting Lecturer, University of Science and Technology, Kumasi, Ghana (1975)

Researcher, Center for Research and Training in Regional Planning, United Nations Development Program, Tehran, Iran (1973-74)

OTHER MAIN AFFILIATIONS

Associate Editor, *Journal of the American Planning Association* (2004-present)

Columnist, *Planning* magazine, "Planning Research You Can Use" (2006-present)

Fellow, Urban Land Institute (2004-present)

Member, LEED Technical Advisory Group (2008-present)

SPONSORED RESEARCH (PAST 8 YEARS)

Livable Transit Corridors: Methods Metrics and Strategies (Transportation Research Board, \$115,000)

Quantifying Transit's Impact on GHG Emissions and Energy Use: The Land Use Component (Transportation Research Board, \$116,000)

Sprawl Index 2011 Update (National Institutes of Health, \$85,000)

Sustainable Communities Grant (HUD, \$1.5 million)

Optimal Transportation Investment Strategies (Smart Growth America -- \$35,000 task order)

Research and Analysis Regarding Traffic Calming Measures (New York City -- \$30,000 subcontract)

Florida Keys Hurricane Evacuation Study (Monroe County -- \$23,000)

Transportation Planning Services (Fehr & Peers Associates -- \$90,000)

Pedestrian- and Transit-Friendly Design book (Urban Land Institute -- \$30,000)

Urban Development, VMT, and Greenhouse Gas Emissions (U.S. Environmental Protection Agency/Hewlett Foundation -- \$94,000 -- \$24,200 subcontract)

Measuring the Impact of Urban Form and Transit Access on Mixed-Use Site Trip Generation Rates (U.S. Environmental Protection Agency -- \$266,000 -- \$58,100 subcontract)

Transportation Cost Implications of New Development (National Cooperative Highway Research Program -- \$25,000 subcontract)

Increasing Walking and Bicycling with Federal Funding Programs and State, Regional and Local Policies (Robert Wood Johnson Foundation -- \$21,000 subcontract)

Transportation and Land Use Training Course Materials (National Highway Institute/FHWA -- \$20,300 subcontract)

Multi-Modal Smart Growth Design Template (Delaware Valley Regional Planning Council, IDIQ -- \$20,000 subcontract)

Environmental Innovations: Development & Transportation (U.S. Environmental Protection Agency, IDIQ -- \$11,300 subcontract).

Traffic Calming Case Studies (Robert Wood Johnson Foundation -- \$27,000 subcontract)

Study of Sprawl and Obesity in Children (National Institutes of Health -- \$23,700).

LEED-ND Public Health Criteria Study (US Green Building Council -- \$4,100 subcontract).

Guidance for Context Sensitive Design of Major Thoroughfares (Institute of Transportation Engineers and Congress for the New Urbanism - \$16,200 subcontract)

Identifying and Measuring Environmental Determinants of Physical Activity (Robert Wood Johnson Foundation -- \$100,000)

Developing Site Plan Standards for Infill, Mixed Use, and Reuse: Model Ordinance and Commentary (New Jersey Office of State Planning)

Main Street Visual Preference Survey (New Jersey Department of Transportation)

School Sprawl Study (U.S. Environmental Protection Agency)

Master Design Plan for El Camino Real (California Department of Transportation/City of Palo Alto)

Chronic Disease and the Built Environment (Robert Wood Johnson Foundation)

Plainsboro Township Traffic Calming Evaluation and Monitoring Project (KMM)

Land-Use Efficiency Index (U.S. Environmental Protection Agency/Smart Growth America)

Treasure Valley Futures (TCSP Project -- Federal Highway Administration)

Sketch Planning Travel Model Development (TCSP Project -- Federal Highway Administration)

Flexible Highway Design Standards (New Jersey Department of Transportation)

Context-Sensitive Design Training Course (New Jersey Department of Transportation)

Traffic Calming Design Manual (Delaware Department of Transportation)

BOOKS

Best Practices in Metropolitan Planning, Island Press, in review.

Measuring Urban Design, Island Press, under contract.

Pedestrian- and Transit-Oriented Design, Urban Land Institute/American Planning Association, under contract (an abridged version was published by the International City/County Management Association for the Smart Growth Network).

U.S. Traffic Calming Manual, American Planning Association/American Society of Civil Engineers, Chicago, 2009 (with S. Brown).

Growing Cooler: The Evidence on Urban Development and Climate Change, Urban Land Institute, Washington, D.C., 2008 (with K. Bartholomew and others).

Traffic Calming State-of-the-Practice, Institute of Transportation Engineers/Federal Highway Administration, Washington, D.C., 1999.

Transportation and Land Use Innovations—When You Can't Pave Your Way Out of Congestion, American Planning Association (in cooperation with the Surface Transportation Policy Project), Chicago, 1997.

Best Development Practices, American Planning Association (in cooperation with the Urban Land Institute), Chicago, 1996.

Listed by APA as one of the 100 essential planning books in the past 100 years (<http://www.planning.org/centennial/greatbooks>)—best selling book in APA catalogue 1997-1999—one of APA's top selling books of all time (<http://www.planning.org/25anniversary/bestsellingbooks.htm>).

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Email: jbauer@szaferman.com

EDUCATION: **Rutgers University School of Law**, Camden, New Jersey
J.D., May 1984, *Cum Laude*
Am Jur Award; Moot Court Best Brief award; Dean's List all semesters; Rutgers Law Journal Editorial Board and Symposium Editor 1983-84, Case Comment, 14 Rutgers Law J. 201 (1982); Case Note, 15 Rutgers Law J. 135 (1983).

Syracuse University, Syracuse, New York B.A., May 1975 (after 3 years of study), Dean's List, Extracurricular Activities: Syracuse University Fencing Team 1974-75; Syracuse University Women's Club Fencing, 1973-74.

BAR ADMISSIONS: New Jersey and Pennsylvania, 1984
New York and Florida, 2007
District of N.J., Eastern Dist. PA. and N.Y., Southern District of New York, U.S. Court of Appeals (Third Circuit)

CLERKSHIP: Honorable Justice Alan B. Handler
New Jersey Supreme Court, 1984-1985 Term

EMPLOYMENT: **SZAFERMAN, LAKIND, BLUMSTEIN & BLADER, P.C.**
(2008-present; 1985-1991)

Attorney, Private Practice

Practice focuses on transportation, infrastructure, commerce and land use matters and environmental and regulatory compliance and litigation.

- Federal Comprehensive Environmental Response Compensation and Liability Act (CERCLA/Superfund)
- National Environmental Policy Act/ National Historic Preservation Act
- Clean Air Act; Clean Water Act
- New Jersey Spill Comp. Act / Pennsylvania's Storage Tank Act
- Hazardous Sites Cleanup Act / Brownfields Act
- Clean Streams Law
- Interstate Commerce Commission Termination Act/Bus Regulatory Reform Act/US DOT Act/ SAFETEA-LU/"Air 21"
- Section 4(f), USDOT Act, Shipping Act
- assisting buyers and owners of contaminated properties
- representing firms / towns for land use, transport and environmental

OTHER EMPLOYMENT:

Solo practice of law in Philadelphia and New York City, 2003 to 2007.

Assistant prosecutor in Mercer County, 1991 to 1993.

Executive Director of Tri-State Transportation Campaign, focused on improving the region's transit, pedestrian, bicycle and highway network and making sustainable infrastructure investments, 1993 - 2003.

OUTSIDE ACTIVITIES:

Village Trustee, Village of South Orange, N.J. (elected 2009).

Environmental Commission, Planning Board 2000- present.

Authored "Toward Resolution of Insurance Coverage Questions in Toxic Tort Litigation," 38 Rutgers L. Rev. 677 (1986).

Numerous published decisions; frequent contributor to law publications.

Member, Board of Directors, Delaware Riverkeeper Network.

Past president and trustee, Passage Theatre Company, Trenton, NJ (1987-1991) (Actors Equity Theatre).

Trustee and past President, Trenton Roebling Community Development Corp. (1987-1991) (revitalized Roebling Wire Rope Factory in south Trenton).

Honors, Appointments and Awards

NJ Bar Association Young Lawyer of the Year Professional Achievement award 1990;

Co-chair, NJ Gubernatorial Transportation Transition Team 2001;

Federal Highway Admin. / CEQ Natl. Review Panel for Environmental Streamlining (task force on TEA-3 bill) Dec. 2001 - 2003;

ISTEA Works Coalition, NY State, created by Gov. Pataki to form agenda for TEA-21 and TEA-3 renewal;

MOVE NY/ NYC Econ. Dev. Corp task force on cross-harbor goods movement; sponsored by Rep. Jerry Nadler.

Clients include municipalities, private firms, individuals, developers and non-profit organizations seeking to resolve environmental, regulatory, land use and infrastructure problems.

REFERENCES:

All employers are available as references; others on request.

Joe Gilpin

Principal

Joe Gilpin brings a diverse background, including international perspectives, in bicycle and pedestrian advocacy, education, design, and planning to Alta. Joe provides technical and analytical research and writing, fieldwork and site analysis, mapping, data analysis, facility design, and creative services to the firm.

Joe is one of Alta's experts in bicycle facility design and has worked both as a project designer on numerous projects, and as a planner analyzing network connectivity and corridor planning. Joe currently manages projects in the Rocky Mountain States including Utah, Colorado, Montana, Idaho, and Alaska.

Recent Projects

▪ National Association of City Transportation Officials (NACTO) - Cities for Cycling Urban Bikeway Design Guide

Joe is working as project manager to develop the second module for the Urban Bikeway Design Guide for NACTO. The guide was a groundbreaking effort to create a new toolbox of America's best bicycle infrastructure solutions, and serves as an urban version of the federal and state processes by creating solutions developed by cities, for cities. The website version of the guide allows a close look at experience gained to date, with regular content updates created collaboratively with NACTO bicycle program professionals. As part of the NACTO guide, Joe helped develop design guidelines for cycle track facilities based on numerous existing installations. These guidelines are the first resource on cycle track design in the United States for urban practitioners.

▪ Agency Design Guidelines (Various Locations)

Joe has overseen the production of specific design guidance for bicycle, pedestrian, trail and complete streets treatments for a variety of clients including: Los Angeles (CA), Chicago (IL), Salt Lake County (UT), Provo (UT), the Province of Ontario, Leon (Mexico), Guadalajara (Mexico), and Dubai (UAE).

▪ Los Angeles County Bikeway Master Plan, CA

Alta was commissioned in 2004 to lead the update of Los Angeles County's Bicycle Master Plan. As part of the project, Alta evaluated twelve major transit hubs within the County and proposed improvements to the existing bicycle infrastructure to facilitate bicycle-transit transfers. Joe led development of the 'City of Los Angeles Bicycle Facility Technical Design Handbook', a stand-alone document of design guidelines that will help City and DOT engineers implement the recommendations contained within the Bikeway Master Plan. This document provided a comprehensive set of guidelines for the myriad of design challenges faced by project designers in the Los Angeles Area, from signal detection to bike boxes and cycle tracks.

• Chicago Streets for Cycling 2020

Joe led Alta's efforts to create a user guide for Chicago area residents to understand the purpose of, and to instruct proper use for the new bicycle facilities including cycle tracks, bike boxes, etc. The guide provides guidance from the perspective of drivers and bicyclists.



Professional Highlights

- Alta Planning + Design, 2007-
- Planner, RRM Design Group, 2004-2006
- Executive Director/Board President, San Luis Obispo County Bicycle Coalition, 2003-2006
- Bicycle Coordinator, SLO Regional Transit Authority, 2003-2004

Education

- MS, Transportation Planning, Oxford Brookes University, United Kingdom, 2002
- BS, Civil Engineering, California Polytechnic State University, San Luis Obispo, California, 2001

Selected Presentations

- "NACTO Urban Bikeway Design Guide", 2011, ITE Webinar, APBP Webinar, JEC Montana Conference
- "Planning for Pedestrians and Bicycles" May 2008, IES-APA Conference, Priest Lake, ID
- "Walkable Places - Creating Thriving Downtowns and Neighborhoods" June 2006, Arizona Historic Preservation Conference, Phoenix, AZ
- "A Bike Runs Through It" October 2005, APA Conference, Yosemite, CA
- "Bike Trails for Planners - a mobile workshop" October 2005, APA Conference, Yosemite, CA
- "Take a Walk on the Wild Side! Exploring New Techniques in Walkable Communities" September 2005 California Downtown Association Conference, Palm Springs, CA
- "Bike First Incentive Program" September 2005 Walk & Roll California (CBC), Ventura, CA



M. Paul Lippens, AICP

Senior Planner

Paul Lippens, the Senior Planner with Active Trans specializes in complete transportation systems and multimodal facility design. Paul's project approach uses direct communication, event planning, and surveying to substantively engage colleagues and communities. The products his teams create reflect the values of each community, with outcomes that guide procedural, regulatory, and environmental changes. Paul uses graphical communication and egalitarian technologies for inclusive planning. An enthusiast of urban streets, his practice examines the interconnections between transportation design, living ecosystems, and economies.

EDUCATION

M.U.P., University of Michigan, 2004
B.A., Hampshire College, 1998

AFFILIATIONS

American Planning Association
Association of Pedestrian and Bicycle Professionals

SELECTED PRESENTATIONS

"Active Transportation: Plans, Policy, and Design" Lecture/Workshop. DePaul University. Chicago, IL. 2012
"Lessons in Completing Streets" Complete Streets Forum, Toronto, ON. 2012
"Complete Streets Implementation in Chicagoland" APA National Conference Session. Los Angeles, CA. 2012
"Creating Effective Bicycle Signage Systems" The Change Institute, Rosemont, IL, 2010
"Complete Streets Implementation" Cook County Department of Public Health, Oak Park, IL, 2010

HONORS

AICP 2009-Present
Planning Commissioner, City of Ypsilanti, 2006-2007

Experience

Senior Planner, Active Transportation Alliance, 2010 - Present

- Create tools to institutionalize Complete Streets practices within Chicago, Cook County and its associated governmental units.
- Develop Complete Streets design guidelines and implementation processes.
- Manage Complete Streets policy implementation activities.
- Provide expertise in Complete Streets implementation and best practices.
- Develop and conduct training sessions for County staff and officials.

Urban Planner, Storrow Kinsella Associates, 2007 -2010

- Supervised and created multimodal plan and design guidelines in central Indiana.
- Advanced GIS analysis and graphic creation for plans, displays, and marketing purposes.
- Created and led public involvement programs for cities of Indianapolis, Fort Wayne, and Terre Haute.

Systems Planner. City of Ann Arbor, 2002 -2007

- Environmental planning, flood/hazard mitigation, economic analysis, and marketing campaigns .
- Conducted economic development studies and analyzed Brownfield development projects and policies.
- Led community outreach, technology consultations, media coordination, web-ads, and presentations.

Water Protection Activities Coordinator, Washtenaw County, 2005 -2007

- Managed water protection activities report development.
- Conducted project management duties; timeline and progress reporting.
- Primary author and editor of the report; created graphical and GIS content.



M. Paul Lippens - Selected Projects:

CHICAGO (IL) COMPLETE STREETS DESIGN AND POLICY GUIDE

The Complete Streets Design and Policy Guide is Chicago's, Complete Streets v2.0. Chicago first enacted its Complete Streets policy in 2006, which worked with the Bikeway Design Guide and the Bike 2015 Plan to establish a baseline for creating Complete Streets in Chicago. Currently, CDOT is working to create its Streets for Cycling 2020 plan and the Chicago Pedestrian Plan. This project is charged with formulating the policy and design guidance to bridge between these and similar efforts. It defines Chicago's processes, standards, and expected outcomes.

COOK COUNTY (IL) COMPLETE STREETS DESIGN MANUAL

The Cook County Complete Streets Design Manual combines the physical planning of infrastructure with an institutional understanding of project management, funding and prioritization. The purpose of this manual is to provide guidance on the implementation of Complete Streets policy in Cook County. The manual presents a structure for evaluating street design, mode prioritization, network optimization and placemaking. It culminates in the establishment of baseline processes for bringing Complete Streets policy to fruition.

INDIANAPOLIS (IN) SYSTEM PLAN & PUBLIC SPACE DESIGN GUIDELINES

This multi-modal planning project for the Indianapolis planning region integrates bicycle, pedestrian and transit modes in a network of streets that form typology-specific corridors throughout the region. I worked to innovate the process by encouraging the development of a place-based transportation philosophy. Principally pulling land use analysis, housing and neighborhood planning, economic development potential, and environmental infrastructure assessment into the plan to assure a comprehensive approach that would add value to residents and allow the guidelines to be adopted. I worked to implement the projects via workshops with agencies.

INDIANAPOLIS (IN) EAST 10TH STREET URBAN DESIGN AND GATEWAY PLAN

The East 10th Street Urban Design and Gateway Plan sought to improve the pedestrian environment and promote active walkable access and crossing areas. The project looks at parking and parking management for businesses and residences, as well as the creation of bicycle facilities and connections to existing bicycle facilities. The project recommends improved bus shelters and bus pull-offs at key locations and intersection traffic management and improved traffic flow. The plan presents design alternatives for balanced multimodal transportation, and corridor/district placemaking, as well as destinations functions; district and gateway identity elements; and public open space. Design recommendations, probable constructions budgets and implementation strategies, provide the community with a blueprint for action.

FORT WAYNE, (IN) SOUTH CENTRAL AND DOWNTOWN CONNECTIVITY PLAN

The Fort Wayne Connectivity Plan proposes a network of non-motorized transportation options to support neighborhood residential development, equity, and accessibility to the regional amenities of Downtown Fort Wayne. The network is highlighted by an urban greenway linear park loop. The proposed greenway would extent the current Rivergreenway system into the urban fabric forming an armature to link multiple distinct neighborhoods and their shared recreational, cultural and commercial resources.

ANN ARBOR, (MI) STATE OF THE ENVIRONMENT REPORT

While working at the City of Ann Arbor I had the opportunity to contribute to the development of the City's first State of the Environment Report. My role in this process required me to create several maps that illustrated the major environmental policy issues affecting the City, including, maps of the watersheds, floodplains, lighting usage, and contaminant sources and sites. Additionally, I conducted data analysis and prepared illustrative graphs to address goals for phosphorus reduction and City energy use

DETROIT, (MI) EAST WARREN COMMERCIAL DISTRICT REVITALIZATION PLAN

I worked on commercial district revitalization plan for the East Warren district in Detroit. One of my primary responsibilities in this process was leading the two public engagement exercises and the final presentation of the plan to the community. This public engagement process presented diverse challenges to assure the community that the plan adequately addressed the districts impeding needs. The plan focused on physical planning issues like parking creation, gateways, façade improvements, boulevard creation, and pedestrian improvements. The plan also addressed the very real and important concerns of security, safety and job creation.

Barbara McCann
1439 Monroe St. NW
Washington, DC 20010
202-234-2745, barbara@bmccann.net

Work History

National Complete Streets Coalition
Founder and Executive Director

January 2006 - present
Washington, DC
www.completestreets.org

Directs all aspects of this broad-based coalition of national and local organizations working to transform road investments in the United States so that roads are designed, built, and operated for all road users. Coined the term Complete Streets and developed the policy concept. The Coalition has developed extensive technical assistance and introduced Complete Streets bills in the US House and Senate. The Coalition's work has resulted in the adoption of laws and policies in 27 states and more than 300 local jurisdictions in the US. Co-created the Complete Streets Implementation Workshops now being delivered across the country by 18 instructors. I write and speak extensively to bring Complete Streets to greater prominence.

Selected Publications:

Complete Streets: Best Policy and Implementation Practices. with Suzanne Rynne. American Planning Association, March, 2010. Planners Advisory Service report # 559

Planning Complete Streets for an Aging America. with Jana Lynott, AARP Public Policy Institute, May 2009.

Complete Streets: We Can Get There From Here. With John LaPlante. *ITE Journal*, May 2008 Vol. 78 (5)

McCann Consulting
Principal

June 2003 - present
Washington, DC
www.bmccann.net

Provide strong research skills, exceptional writing ability, and public policy analysis in writing reports and articles for government, academic and non-profit clients working on transportation and land use issues, particularly as they relate to public health. Clients have included the Robert Wood Johnson Foundation, Island Press, and the Environmental Protection Agency.

Selected Publications:

'The Regional Response to Federal Funding for Bicycle and Pedestrian Projects', Susan Handy, Barbara McCann. *Journal of the American Planning Association*, 77: 1, 23 — 38, 29 November 2010

(Edited): *The Option of Urbanism, Investing in a New American Dream*
Chris Leinberger, Island Press, Washington DC, 2007

Sprawl Costs: Economic Impacts of Unchecked Development. Robert Burchell, Anthony Downs, Barbara McCann. Island Press, Washington DC, 2005.

Smart Growth America
Director of Information & Research

August 2002 – Sept. 2003
Washington, DC

Conducted research on sprawl during this non-profit organization's first year; wrote and managed the public release of *Measuring the Health Effects of Sprawl*, a report based on the first national study to find an association between the built environment, obesity, and chronic disease. Media coverage of the study results reached an estimated 50 million Americans.

Selected publication:

The Health Effects of Sprawl: A National Analysis of Physical Activity, Obesity and Chronic Disease, with Reid Ewing. Smart Growth America, August 2003

Surface Transportation Policy Project
Director, Quality of Life Campaign

July 1998 – July 2002
Washington, DC

Conceived, supervised research, and wrote a series of high-profile reports highlighting the relationship between everyday quality of life and the transportation system. The reports were covered by every major broadcast and print outlet in the United States and helped shift popular perception of issues from pothole repair to pedestrian safety.

Selected publications:

Ten Years of Progress: Building Better Communities through Transportation, Surface Transportation Policy Project, January 2002

Driven to Spend: The Impact of Sprawl on Household Transportation Choices. Surface Transportation Policy Project, March 2000

Mean Streets series Surface Transportation Policy Project, 1998 -2002

Cable News Network (CNN)
Senior Writer/Producer

January 1986 –June 1998
Atlanta, Georgia

Researched, wrote, and produced news and feature segments on major national and international events for a variety of network programs, including daily newscasts, *Week in Review*, and feature programs. Conceived and produced documentaries, including a five-part series on Eastern Europe five years after the fall of the Berlin Wall, and *100 Million Miles per Hour*, an hour-long special on domestic transportation issues.

Atlanta Bicycle Campaign
Board President

January 1994-January 1998
Atlanta, Georgia

Raised public profile and effectiveness of this all-volunteer non-profit group. Doubled membership and tripled budget, managing transition to a paid Executive Director in May 1997.

Education: B.A. in anthropology with communications concentration, magna cum laude, June 1985 Georgia State University, Atlanta, Georgia. Attended Antioch College in Yellow Springs, Ohio, Sept 1979 – June 1981.

Award: New York Metro Institute of Transportation Engineers, 2012 Transportation Advancement Award

Activities: ex-officio Board member, America Bikes; Walk Score Advisory Committee; reviewer, Transportation Research Board. Married to Bob Bloomfield.



Gerald John Forbes, M.Eng., P.Eng., P.T.O.E.

President & Chief Engineer

Intus Road Safety Engineering Inc.

2606 Bluffs Way, Burlington, ON L7M 0T8

t: 905.332.9470 f: 905.332.9777 e: gerry@intus.ca



EMPLOYMENT HISTORY

- 2001-Present **Intus Road Safety Engineering Inc., Burlington, Ontario**
President & Chief Engineer
- 1998-2000 **Synectics Transportation Consultants Inc., St. Catharines, Ontario**
Vice-President
- 1991-2001 **McMaster University, Hamilton, Ontario**
Special Lecturer, Department of Civil Engineering (Part time)
- 1991-1992 **McMaster University, Hamilton, Ontario**
Researcher, Department of Civil Engineering (Part time)
- 1995-1998 **Region of Hamilton-Wentworth, Hamilton, Ontario**
Project Manager, Special Projects Office, Roads Division, Transportation Department
- 1989-1995 **City of Hamilton, Hamilton, Ontario**
Traffic Operations Engineer, Traffic Department
- 1994 **Allen Traffic Analysis Services Inc., Carlisle, Ontario**
Engineering Consultant (Contract work)
- 1987-1989 **Town of Milton, Milton, Ontario**
Manager of Engineering Services, Public Works Department
- 1985-1987 **Trow Limited, Stoney Creek, Ontario**
Geotechnical Engineer


Master of Engineering (Civil), 1993

McMaster University, Hamilton, ON

Bachelor of Engineering (Civil Engineering and Engineering Mechanics), 1985

McMaster University, Hamilton, ON

- Awarded the Simon McNally Scholarship for evidence of practical engineering experience and background
- Natural Sciences and Engineering Research Council of Canada Undergraduate Student Research Award

Canadian Association of Technical Accident Investigators and Reconstructionists

- Certificate of Training

Northwestern University

Evanston, Illinois

- Identification and Treatment of High Hazard Locations
- Low-Cost Improvements for Two-Lane Highways.

Transportation Research Board

Washington, DC

- Human Factors Workshop - Speeding: Back to the Future
- Capacity Analysis and Urban Design Workshop: What it can do for you.

Institute of Transportation Engineers

Washington, DC

- Planning and Design of Bikeways Seminar
- New Tools for Traffic Safety
- Context Sensitive Solutions Web Seminar

Transportation Association of Canada

Ottawa, ON

- Intelligent Transportation Systems and Road Safety Seminar
- 1999 Update to the Geometric Design Guidelines for Canadian Roads Seminar
- Road Network Screening for Identifying and Prioritizing Safety Improvements Workshop

Insurance Corporation of British Columbia

- Road Safety Audit Seminar

National Highway Traffic Safety Administration

- Driver Distraction Internet Forum

Ontario Ministry of Transportation

- Global Web Conference on Aggressive Driving Issues

Transport Canada

- Road Safety as a Social Construct Internet Forum

Smartrisk Learning Series

- Risk Homeostasis Seminar presented by Dr. Gerald Wilde
- Developing Logic models presented by Dr. Paul Favaro
- Addressing the Challenges in Evaluating the Impact of Injury Prevention Programs presented by Martha McGuire

National Transportation Operations Coalition

- Seminar on Transportation Operations: the Impact on States, Municipalities, and Regional Agencies

Pedestrian and Bicycling Information Center

University of North Carolina Highway Safety Research Center, Chapel Hill, NC

- Sidewalk Design Webinar
- Road Diets Webinar



AFFILIATIONS

Institute of Transportation Engineers (Fellow)

- ❖ Chair of the Speed Management Technical Committee
- ❖ Member of the Technical Committee on Guidelines to Select Sidewalk Locations
- ❖ Member of the Expert Witness Council
- ❖ Member of the Transportation Safety Council
- ❖ Member of the Transportation Engineers Council
- ❖ Winner of the Past Presidents' Award for Merit in Transportation

Professional Engineers of Ontario (Member)

Professional Engineers of New Brunswick (Member)

Canadian Association of Road Safety Professionals (Member)

Transportation Association of Canada (Member)

- ❖ Member and former Chair of the Road Safety Standing Committee
- ❖ Member of the Geometric Design Standing Committee
- ❖ Co-chair of the Subcommittee for the development of the Canadian Road Safety Engineering Handbook

Association of Canadian Ergonomists (Affiliate member)

Transportation Professional Certification Board, Inc. (Professional Traffic Operations Engineer)

PIARC/World Road Association – Canadian National Congress (Member)

Road Safety Committee of Ontario (Member)

- ❖ Co-chair of the Subcommittee for the development of Traffic Safety Impact Study Guidelines

Institute for Risk Research (Member)

International Cooperation on Theories and Concepts in Traffic Safety (Membership pending)

Ontario Traffic Council (Member)

Panel Member of United States National Cooperative Highway Research Program (NCHRP) Project 17-35: Evaluation of Safety Strategies at Signalized Intersections

Scientific Review Committee for the XV, XVI, and XVII Canadian Multidisciplinary Road Safety Conferences

The Second Urban Street Symposium, Transportation Research Board, Technical Review Team

3rd International Conference on Roundabouts, Transportation Research Board, Paper Reviewer



PUBLICATIONS AND PRESENTATIONS

Forbes G.J. (2011) "Speed Reduction Techniques for Rural High-to-Low Speed Transitions", NCHRP Synthesis 412, Transportation Research Board, National Academies of Science, Washington, DC.

Forbes G.J. (2011) "Ramp Speed Signing Guidelines", Transportation Association of Canada, Ottawa, ON.

Forbes G.J. (2009) "What is Acceptable Risk in Cycling Infrastructure?: What We Should Learn From Legal Actions", Compendium of Papers for the 2009 Annual Conference of the Transportation Association of Canada, Transportation Association of Canada, Ottawa, ON.

Forbes G.J. (2009) "Traffic Safety Impact Studies: A Proposed Framework", OT Magazine, Fall 2009 Edition, the Ontario Traffic Conference, Toronto, ON.

Forbes G.J. (2009) "Safety Impact Studies for Private Developments", Transportation Safety Council (Summer 2009) Newsletter, Institute of Transportation Engineers, Washington, DC.

Forbes G.J. (2009) "Reducing Litter on Roadsides", NCHRP Synthesis 394, Transportation Research Board, National Academies of Science, Washington, DC.

Forbes G.J. (2008) "Practicing What We Preach: The Case for Evidence-based Road Safety", accepted for publication in *ITE Journal on the Web*, Institute of Transportation Engineers, Washington, DC.

Forbes G.J. (2008) "Cold Case Files" presentation made at the OTC Traffic Engineering Workshop, Nottawasaga, Ontario.

Forbes G.J. (2007) "Traffic Management in Rural Settlements" Compendium of Papers, 2007 Canadian ITE Annual Meeting, Toronto, Ontario.

Forbes G.J. (2007) "Developing Traffic Engineering Guidelines and Standards" Compendium of Papers, 2007 Canadian ITE Annual Meeting, Toronto, Ontario.

Forbes G.J. (2006) "Cold Case Files" presentation made to the National Capital Section of the Institute of Transportation Engineers (District 7), Nepean, Ontario.

Forbes G.J. (2005) "Cold Case Files: Rural Road Safety" presentation made to the Toronto Section of the Institute of Transportation Engineers (District 7) and the Ontario Traffic Conference, Markham, Ontario.

Professor Norman Washington Garrick
U n i v e r s i t y o f C o n n e c t i c u t
C i v i l a n d E n v i r o n m e n t a l E n g i n e e r i n g

Education

Ph.D. 1986 Purdue University
M.S.C.E. 1983 Purdue University
B.S.C.E. 1978 University of the West Indies, Trinidad

Experience

1994- Associate Professor, University of Connecticut
2011-12 Visiting Researcher, Swiss Institute of Technology (ETH), Zurich
2006-10 Founding Director, Center for Transportation and Urban Planning at UConn
2004 Visiting Lecturer, University of the West Indies, Jamaica
2004 Visiting Researcher, University of California, Davis
1999-01 Director, Connecticut Transportation Institute, University of Connecticut
1996 Visiting Researcher, Cambridge University, UK
1990-94 Assistant Professor, University of Connecticut
1986-90 Visiting Assistant Professor, University of Connecticut
1979-81 Site Engineer, N.C. Smith Inc., Jamaica

Honors and Award

State of Connecticut Greenways and Bike Trails, Outstanding Educator Award, 2010
Transportation Research Board Charley V. Wootan Award, Outstanding Paper in Policy, 2008
Board Member, Congress for the New Urbanism
Board Member, Tri-State Transportation Campaign
Klewin Excellence in Teaching, Civil and Environmental Engineering, UConn, 2007 and 2011
J. William Fulbright Fellow, 2004

Design and Consulting Projects (selected)

East End Community, Richmond, Virginia, June 2010
Elgin, Illinois, Sustainable Street Design, March 2010
Nantucket Transit Assessment, Nantucket, Massachusetts, for Re-Main Nantucket, June 2009
Clarksburg Town Center Parking Assessment, Clarksburg, Maryland, for Gibbs Planning Group, November 2008
Rose Town Implementation Planning, Trench Town, Kingston, Jamaica, September 2007 (with Prince of Wales Foundation)
Freetown Project Scoping Workshop, Sierra Leone, July 2007 (with Prince of Wales Foundation)

National and Statewide Service (selected)

Congress for the New Urbanism, Board Member
Congress for the New Urbanism, Transportation Task Force, Co-chair, 2005
Graduate Course for Context Sensitive Design, Center for Transportation and the Environment, North Carolina State University, Advisory Panel Member, 2005
FHWA/EPA/CNU Research, Context Based Design of Major Streets, Steering Committee, 2004

Journal Articles (selected)

- Marshall, W.E., Garrick, N.W., "The Effect of Street Network Design on Walking and Biking", Transportation Research Record, Volume 2198, pp. 103-115, 2011.

- McCahill, C. T., Garrick, N.W., "The Influence of Parking Policy on the Built Environment and Travel Behavior in Two New England Cities, over the Period 1960 to 2007", *Transportation Research Record*, Volume 2187, pp. 123-130, 2011.
- Marshall, W.E., Garrick, N.W., "Does Street Network Design Affect Traffic Safety?" *Accident Analysis and Prevention*, Volume 43, Issue 3, pp. 769-781, May 2011.
- Marshall, W.E., Garrick, N.W., "Evidence on Why Bike-Friendly Cities are Safer for all Road Users", *Environmental Practice*, Volume 13, Issue 01, pp 16-27, 2011.
- Lownes, N.E., Yannes, C.D., Garrick, N.W., Johnston, R., "Operationalizing Place-making in a Choice Experiment Context", *Transportation Research Record* 2144, pp. 121-129, 2011.
- Marshall, W.E., Garrick, N.W., "Street Network Types and Road Safety," *Urban Design International*, 10.1057/udi.2009.31, April 21 2010
- McCahill, C., Garrick, N.W., "Applicability of Space Syntax to Bicycle Facility Planning", *Transportation Research Record*, Washington, DC, 2008 ([08-2653](#))
- Marshall, W., W., Garrick, N.W., Hansen, G., "Reassessing On-Street Parking", *Transportation Research Record*, Washington, DC, 2008 ([08-2926](#))
- Marshall, W., Garrick, N.W., "Parking at Mixed-Use Centers in Small Cities", *Transportation Research Record*, Washington, DC, 2006 ([06-2864](#))

Research Projects (selected)

- Health and Place-making, Funded by US-DOT, New England University Transportation Center, September 2010 – August 2011, \$99,941
- Nantucket "Where is My Bus" Study, Funded by Re-Main Nantucket, June 2010 - December 2010, \$11,700
- Transportation Sustainability Index, Funded by US-DOT, UCONN University Transportation Center, September 2010 – August 2011, \$66,469
- Mode Choice and Land Consumption, Funded by US-DOT, UCONN University Transportation Center, September 2010 – August 2011, \$83,965
- Eisenhower Transportation Fellowship, Funded by US-DOT, September 2010 - August 2011, \$31,900
- Case Study of the Access and Mobility Impact of Freeway Removal, Funded by US-DOT, New England University Transportation Center, September 2009 – August 2010, \$95,000
- Community Design and Transportation Safety, Funded by US-DOT, New England University Transportation Center, September 2007 – August 2008, \$97,000
- Value Pricing in Connecticut: Policy Simulation and Economic Impact, Funded by the Connecticut Department of Transportation, June 2005 - May 2007, \$100,000



Registration/Education
Registered Landscape
Architect #456

LEED Accreditation

BS, Landscape Architecture,
Washington State University

Associations/Presentations
Member, Seattle Urban
Forestry Commission

Board Member, Urban Land
Institute NW, 2010-2012

Mayor's Institute on City
Design, Fall 2011

Lecturer, University of
Washington, Pedestrian Travel
& Urban Form, 2011

Member, Washington State
Route 99 Tolling Advisory
Committee

Member, Association of
Pedestrian and Bicycle
Professionals

Member, National
Subcommittee on Sustainable
Transportation, American
Public Works Association

Transportation Research
Board Pedestrian/Bike

Member, American Society of
Landscape Architects

Technical Advisory Board
Member, Kirkland WA Green
Codes Project 2011

Member, Seattle Bicycle
Master Plan Citizens Advisory
Group, 2007

Member, Seattle Pedestrian
Advisory Board, 2003-2007

PEG STAEHELI, PLA, LEED® AP

Principal, Landscape Architect

Peg has 33 years of design experience with a focus on active transportation improvements and integrating green infrastructure into urban and residential road projects. Her work includes high profile projects involving the planning and design of streetscapes, alleyways, sidewalks and connections to transit and community facilities. Peg is successful in creating solutions that improve pedestrian safety and enhance or preserve the natural environment. Whether through saving significant trees or improving water quality through green infrastructure, Peg has been in the forefront of balanced solutions for the community and the environment. Additionally, she has published articles on urban renewal, green infrastructure, LID maintenance and vibrant pedestrian focused streetscapes. She is a frequent speaker at national and regional conferences on accessibility, complete streets, pedestrian, bicycle and green infrastructure topics. Peg's projects include:

Seattle Pedestrian Master Plan, Seattle, WA

Project Manager. Peg led a master planning team in a transparent and accessible approach to defining, prioritizing and implementing pedestrian improvements. SvR developed the flexible GIS model that is used to assess conditions, analyze, and prioritize projects. The web-based plan allows citizens, landowners, professionals, and city officials to access the tools they need to improve the accessibility of the pedestrian environment.

Communities Putting Prevention to Work (CPPW): Community Planning for Health, Public Health - Seattle & King County, WA

Principal in Charge. This regional project involved creating plans in seven King County cities with the goal of reducing health inequities and disparities in King County especially related to obesity. Targeting under-served populations in seven suburban cities, the work includes active transportation planning, land use and food access planning.

Suburban Pedestrian Environments and ESD, Montgomery County, MD

Peg provided design guidance to the commission staff and partner agencies on steps to retrofit conditions for environmental improvements. This work combined Peg's background in landscape architecture, pedestrian and bike mobility, and environmental site design to assist the staff in developing implementation details. Key among the tasks was assisting with public street applications for "ESD to the MEP" which is similar to Washington State's "GSI to the MEF." Peg led three workshops with agency staff.

Additional Projects

- University of Washington - Rainier Vista/Montlake Corridor, Seattle, WA
- King County Barton Combined Sewer Overflow GSI, Seattle, WA
- C Street Green Infrastructure Integration, Washington DC
- Winslow Way Planning and Design, Bainbridge Island, WA
- Elliot Bay Seawall, Seattle, WA - Urban design lead
- High Point Community HUD Hope VI Redevelopment, Seattle, WA
- SW Morgan/ Sylvan Way Corridor, Seattle, WA



Registration

Registered Professional Engineer, Washington #34446

LEED Accreditation

Education

BS, Civil/Environmental Engineering, Clarkson University

Additional Experience

American Institute of Architects, Sustainable Design Assessment Team, Portland, ME

American Architectural Foundation, Sustainable Cities Design Academy, Baltimore, MD

“Green Stormwater Infrastructure Brownfields Redevelopment - Reclaiming Our Communities,” Washington Brownfields Redevelopment Conference, Tacoma, WA, 2010

Associations/ Volunteer Activities

Member, University Place Community Council

Seattle Children’s Hospital Livable Streets Workshop 2010

ACEC Continuing Education Committee

Washington State Brownfields Development Conference, Green Stormwater Infrastructure, Tacoma, WA, 2010

AIA Committee - What Makes it Green, 2009

DAVE RODGERS, PE, LEED® AP

Principal, Civil Engineer

Since 1992, Dave has practiced in the areas of civil site, utility and transportation design. Dave manages street, pedestrian, bicycle, and transit access projects and brings an understanding of the AASHTO standards, geometric design and the safety and use issues that influence successful multi-modal implementation success. He understands that green infrastructure in the right of way creates opportunities for multifunctional elements that create program and budget synergies. Dave’s projects include:

Burke-Gilman Trail 11th Ave NW to NW 54th St, Seattle, WA

Project Manager. Dave is leading the team of consultants on the missing link for the Burke-Gilman Trail. The 1.5-mile project is a controversial, complicated project including SEPA/NEPA process, rail with trail, signalization of intersections for a major truck route, landscape restoration temporary construction easements, permanent easements, WSDOT right of way certification, rail relocation and reconfiguration of active rail.

Neighborhood Coordination: Street Frontage and Sidewalk Projects

Project Manager/Construction Engineer. Dave has extensive design and construction experience with improvements within the urban right-of-way. He led the 2002 Greenwood Sidewalks project and assisted Seattle City Light with undergrounding restoration. Dave was on the Department of Neighborhoods Seattle Housing Authority design team where he coordinated frontage improvements along MLK Jr. Way with Sound Transit.

Seattle Bicycle Master Plan Implementation, Seattle, WA

Principal in Charge. SvR implemented several Bicycle Master Plan elements under the direction of SDOT from 2008 to 2011. Our work has included bike lanes, sharrows, street channelization, and bike climbing lanes, as well as the creation of a city-wide wayfinding system for bicyclists. SvR has designed over 90 miles of corridor improvements.

Maynard Green Street, Seattle, WA

Project Manager. SvR provided civil engineering and landscape architecture services for this community driven, grant funded project which collects roof runoff and directs flows to a 500 gallon cistern and a cascading natural drainage in the planting area. Dave was involved in the project for 5 years from inception through construction and maintenance. SvR coordinated the SDOT street improvement plan process and three construction phases.

Additional Projects

- Lynnwood Interurban Trail 208th & 212th Connections, Lynnwood, WA
- Chief Sealth Trail, Seattle Department of Transportation, WA
- SW Morgan/Sylvan Way Corridor, Seattle, WA
- 164th Avenue NE, Redmond, WA
- Appleway Trail, Spokane Valley, WA
- 12th Ave East Transportation Safety Initiative, Seattle, WA
- Elliot Bay Seawall Stormwater Feasibility and Concepting, Seattle, WA

Toni L. Griffin
52 West 120th Street, #4
New York, NY 10027
202-679-7668
grifflynn@aol.com

Education

Harvard University, John L. Loeb Fellowship, Advanced Graduate Studies Program, 1997-98

University of Notre Dame, Bachelor of Architecture, 1986

University of Notre Dame, Rome Studies Program, 1984

Experience *In Practice*

J. Max Bond Center, 2011

Bernard & Anne Spitzer School of Architecture, The City College of New York

Founding Director

The Center is dedicated to the advancement of design and planning practice, education, research, advocacy and efficacy in ways that help to build and sustain resilient and just cities and regions. The Center seeks to foster collaboration and innovation by bringing together faculty, researchers, students and practitioners, across the four disciplines of the school - architecture, landscape architecture, urban design, and sustainability – in order to apply knowledge and skills to a wide variety of contemporary problems, challenges, and opportunities facing urban America.

Urban Planning and Design for the American City, 2009 - Present

Founder

Built on a twenty-year career in both the public and private sectors, the firm combines the practice of architecture, urban design, planning and civic engagement with the execution of innovative, large-scale, mixed-use urban redevelopment projects and citywide and neighborhood planning strategies. Current clients include the Delaware River Waterfront Corporation, the Kresge Foundation and City of Detroit and the City of Newark, NJ.

City of Newark, Newark, New Jersey, June 2007 - 2009

Director, Division of Planning & Community Development

Responsible for creating a centralized planning office for the City of Newark. Specific responsibilities include oversight and management of the Central Planning Board; Board of Adjustments; Landmarks & Historic Preservation Commission; long-range planning, including the city's Master Plan; neighborhood planning; waterfront planning; and commercial and economic revitalization planning. Winner of two (2) New Jersey Future Smart Growth Awards for Comprehensive Planning in 2009.

Completed Initiatives to-date

1. Master Plan Re-Examination and Vision Plan, Shifting Forward 2025, adopted
2. Bayonne Box / Infill Housing Zoning and Design Guidelines adopted
3. Broad Street Station Area Redevelopment Plan adopted
4. Broad Street Station Request for Expressions of Interest Developer Selection and Land Disposition
5. Port Support Area Blight Investigation and Redevelopment Plan adopted
6. Living Downtown Plan adopted
7. Kent Brenner Redevelopment Plan adopted
8. West Ward Initiative Neighborhood Plan completed Creation of Minimum Design
9. Standards for Housing completed
10. Early Action Zoning Amendments (10 ordinances), adopted
11. Launch of Riverfront Redevelopment Plan and Early Action Park Construction
12. \$2 million appropriation for Master Plan revision

13. Two (2) National Endowment for the Arts grants
14. \$50,000 NJ Smart Growth Grant
15. Launched Phase I Riverfront Park design and construction
16. Launched Newark Passaic Riverfront Framework Redevelopment Plan

urban | studio, llc., Washington, DC, 2006-2007

Principal

urban | studio is a practice founded on the belief that city-building and place-making through public/private collaborations can produce some of the greatest urban spaces of our time. These places can create economic value for cities and developers, while also integrating design innovation and social/cultural inclusion. *urban | studio* provides strategic advisory services and project management to both public and private sector clients to develop integrated public/private development implementation strategies, strategic urban planning frameworks, civic engagement approaches, and design excellence strategies for every scale of development.

urban | studio projects have included work with the Upper Manhattan Empowerment Zone and the New York City Economic Development Corporation to develop a mixed-use cultural development strategy for 125th Street in Harlem; and writer and co-producer of a 30-minute television pilot for Washington, DC Mayor Anthony A. Williams for the National League of Cities on the programs and initiatives aimed at the production of affordable housing.

Anacostia Waterfront Corporation, Washington, DC, 2005-2006

Vice President, Director of Design

As Vice President for the new Waterfront Ballpark District, responsibilities included managing request for proposals process; developing area master plan and development strategy; coordinating land disposition process with private developers and multiple public sector agencies; coordinating public sector agencies; and managing architect and related consultant selection process. Responsibilities also included developing the Corporation's program for the participation of small, local and minority businesses in all aspects of development, consulting and construction. As Director of Design, responsibilities include establishing and directing the agency's Initiative on Design Excellence, a comprehensive program that ensures both development and public realm projects are implemented with the highest level of design quality and utilize the most creative and innovative design talent available. The Initiative was to include establishing a nationally-recognized Design Advisory Commission; a Program for Public Art and Special Identity Projects; and an education and outreach program that includes design competitions, design studios and public forums and symposium.

District of Columbia Office of Planning, Washington, DC, 2000-2005

Deputy Director for Revitalization Planning, 2000 – 2005

Deputy Director for Neighborhood Planning, 2000-2002

Established, directed and managed two new divisions within the Office of Planning as part of the Mayor's citywide revitalization program. Primary responsibilities included management of a \$3-5 million annual project budget and an interdisciplinary team of seventeen revitalization and neighborhood planners to perform complex large-scale redevelopment and neighborhood planning, urban design and design review work in distressed communities, neighborhood commercial corridors, waterfront redevelopment areas and downtown revitalization resulting in citywide housing, design and development policy; capital improvement initiatives; a community engagement and public participation program; numerous requests for development proposals; zoning amendments; and strategic action plans that shape agency budget priorities. Additional responsibilities included working with the Planning Director with agency reorganization through the creation of an agency strategic plan for policy and work program priorities; agency budget projections; operational and project management systems; and organizational frameworks.

Waterfront Urban Design and Planning

Anacostia Waterfront Initiative, Washington, DC
Southwest Waterfront Development Plan, Washington, DC
Near Southeast Waterfront Urban Design Framework Plan, Washington, DC
Hill East Master Plan, Washington, DC
Poplar Point Draft Framework Plan, Washington, DC
St. Elizabeth Campus Framework Plan

Downtown Urban Design and Planning

Downtown Action Agenda
North of Massachusetts Avenue Plan
Mount Vernon Triangle Action Agenda
Former Convention Center Site Envisioning the Site Design Guide
Former Convention Center Site Request for Proposals for a Development Partner

Commercial Revitalization Planning

Takoma Central District Transit Oriented Development Plan
H Street Commercial Corridor Plan
Uptown Destination District Cultural Development Plan

Neighborhood Planning

39 Strategic Neighborhood Action Plans

Upper Manhattan Empowerment Zone Development Corp., New York, NY, 1998-2000

Vice President for Planning & Tourism Development

Directed a staff of three in the strategic planning and implementation of a multi-million dollar Heritage Tourism Initiative with projects including visitor information centers; tourism and historic district development; historic preservation fund; streetscape and transportation improvements; cultural industry investment fund; tourism marketing campaign; and market and economic impact research. Responsibilities included program development, predevelopment analysis, structuring grant and loan agreements, analyzing and preparing project and funding proposals, coordinating development teams, monitoring construction contracts, organizational capacity building, community outreach, urban planning and staff management. Extensive interaction with community-based organizations, government agencies, elected officials, funding institutions, and community boards.

Skidmore, Owings & Merrill LLP (SOM), Chicago, IL, 1986-1998

Associate Partner

Over ten years practicing architecture, urban design and planning, including design and technical coordination of large-scale commercial office, retail and hotel projects in London and Barcelona; and planning and urban design project management for public and private sector projects including new town master plans, downtown redevelopment sites, historic district revitalization, streetscape design, base closure master plans, waterfront planning, and cultural developments. As Associate Partner, managed project office in Detroit, MI, coordinating design, engineering and programming for \$300 million General Motors Global Headquarters redevelopment effort including 5.5 million SF of office, retail, hotel, museum and public spaces.

General Motors Global Headquarters at the Renaissance Center, Detroit, Michigan

Black Metropolis Historic Neighborhood Development Plan, Chicago, Illinois

Jazz Museum of Chicago, Chicago, Illinois

Henry Ford Hospital Campus Expansion Initiative, Detroit, Michigan

Detroit Entertainment District-Tiger Stadium, Detroit, Michigan

West Side '96 Neighborhood Improvements Plan, Chicago, Illinois

Glenview Naval Air Station Redevelopment Master Plan, Glenview, Illinois

State Street Reconstruction and Streetscape Project, Chicago, Illinois