

TOOLE
DESIGN

CITY OF VISALIA
RFP NO. 24-25-06

ACTIVE TRANSPORTATION PLAN

Proposal submitted by TDG Engineering, Inc.,
an affiliate of Toole Design Group, LLC on May 13, 2025



May 13, 2025

City of Visalia
Attn: Purchasing Division
707 W. Acequia Avenue, Visalia, CA 93291

RE: RFP No. 24-25-06—Services to Update Visalia's Active Transportation Plan

Dear Members of the Evaluation Committee:

Toole Design is pleased to submit our proposal for the City of Visalia's Active Transportation Plan (ATP) Update. We are nationally recognized leaders in active transportation planning and are uniquely qualified to deliver a visionary yet actionable ATP that positions Visalia for implementation and funding success. Our proven approach will help the City develop a plan that complies with ATP guidelines, prioritizes improvements, and advances infrastructure, policy, and programmatic strategies to expand mobility choices and improve safety and equity for all residents. No other firm matches Toole Design's depth of experience in ATP development. Since our founding, we have:

- Led the creation of hundreds of pedestrian, bicycle, trail, and active transportation plans for communities of all sizes—including local plans such as the Reedley ATP, City of Corcoran ATP, Fowler Bicycle, Pedestrian and Trails Plan, and the City of Clovis ATP.
- Authored nation-leading guidance and decision-making tools for active transportation, including FHWA's Pedestrian Crossing Countermeasures Action Plans (used by over 30 state DOTs), the Bikeway Selection Guide, NCHRP's ActiveTrans Prioritization Tool, and the recent update to the AASHTO *Guide for the Development of Bicycle Facilities*.
- Built a strong record of equitable, accessible community engagement, both virtual and in-person, grounded in empowering communities to shape their own transportation futures.
- Designed safe, inviting, and context-sensitive bike and pedestrian networks in cities across the country—plans that get built.

For this project, we have assembled a team of local and national experts in active transportation planning, innovative bikeway selection and design, and Complete Streets. **Erika Kulpa** will lead our team as Project Manager and day-to-day contact, bringing years of ATP and Safe Routes to School experience across the Central Valley, including leadership of school area assessments in Fresno. **Roger Pelayo**, Toole Design's Los Angeles Office Director and Senior Planner, will serve as Principal-in-Charge, drawing on his extensive track record leading ATPs across California. Our QA/QC Lead, **Aaron Sussman, AICP**, is a recognized expert in VMT policy and ATP implementation strategies throughout the Western U.S. We are pleased to include **Hexagon Transportation Consultants** to support traffic and VMT analysis with their regional expertise.

We are confident in our team's ability to deliver a practical plan that is responsive to stakeholder input, creates innovative solutions, and captures the vision of the community, all on schedule and within budget. For any questions, please contact Project Manager Erika Kulpa at ekulpa@tooledesign.com or at 213.257.8680 x415. Thank you for considering our team.

Sincerely,



Jessica Fields, PE, AICP, Director of Operations, Western U.S.

Toole Design's contracting entity for California is TDG Engineering, Inc. (TDG) which is an affiliate of Toole Design Group, LLC. TDG has the same management as Toole Design and performs engineering work under the direction of Amalia Leighton Cody, PE, AICP who is a California-registered engineer.

TABLE OF CONTENTS

COVER LETTER	1
---------------------	---

A: GENERAL INFORMATION

Firm Profile	3
Surety Information	3
References and Referrals	3
Required Forms	
Non-Collusion Affidavit	4
Worker's Compensation Insurance Certificate	7
Equal Employment Opportunity Compliance Certificate	9
ADA Compliance Certificate	13
Drug-Free Workplace Certificate	15
Iran Contracting Act Certification	17

B: PROPOSED PROGRAM APPROACH

Project Understanding	19
Project Approach	20
Project Schedule	29
Exceptions	30
Challenges and Solutions	32

C: STAFF QUALIFICATIONS AND RELATED EXPERIENCE

Organizational Chart	33
Resumes	34
Related Experience	39
References	43

D: PROPOSED FEE STRUCTURE*

E: CONFLICT OF INTEREST	45
--------------------------------	----

** Provided under separate, sealed cover as a part of the RFP submittal*



GENERAL INFORMATION

FIRM PROFILE

TOOLE DESIGN

Toole Design is a leading planning, engineering, and landscape architecture firm specializing in active transportation planning and design. Our mission is to create livable communities where walking, biking, and using transit are safe, convenient, and enjoyable for everyone. Toole Design is committed to delivering high-quality, equity-centered work that meets the needs of all people in motion.

We focus on developing ATP-compliant, cost-effective, and implementable solutions that move people efficiently while improving safety, public health, quality of life, and economic vitality. Our plans are designed to meet CEQA requirements and support funding applications, with a strong emphasis on SB 743 compliance and Vehicle Miles Traveled (VMT) reduction strategies.

We believe that great streets, trails, and mobility networks are the foundation of vibrant communities, providing safe and equitable access and fostering welcoming public spaces. Our deep understanding of context sensitivity, placemaking, and multimodal safety shines through in every project. From early visioning through implementation, we integrate community engagement, technical analysis, and policy alignment to create transportation systems that serve people of all ages, abilities, and backgrounds.

HEXAGON TRANSPORTATION CONSULTANTS

Hexagon is a trusted leader in traffic engineering and transportation planning, serving California since 1998. With offices in San Jose, Gilroy, and Pleasanton, Hexagon specializes in traffic operations analysis, multimodal planning, and VMT assessments compliant with SB 743.

Hexagon brings experience conducting detailed transportation impact analyses, including LOS and VMT forecasting using industry-standard modeling tools. Their team translates technical findings into clear, actionable insights for both technical and non-technical audiences, ensuring clients and stakeholders stay informed and engaged. Hexagon is well-positioned to support Visalia's ATP Update with traffic evaluation and CEQA-ready documentation.

A. GENERAL INFORMATION

Firm Information: TDG Engineering, Inc.
360 22nd Street, Suite 501
Oakland, CA 94612
p. 510.298.0740
f. 301.927.2800
ekulpa@tooledesign.com

Toole Design's contracting entity for California is TDG Engineering, Inc. (TDG) which is an affiliate of Toole Design Group, LLC.

Contact Person: Erika Kulpa
Project Manager
p. 213.257.8680 x415
f. 301.927.2800
ekulpa@tooledesign.com

Type of Organization: Corporation

Federal Tax ID Number and City of Visalia Business Tax Certificate Number: Federal ID # 85-3001491
Toole Design will obtain a City of Visalia Business Tax Certification if awarded this contract.

Names of Company's Owners/Officers: Jennifer Toole
Roswell Eldridge
William Schultheiss
Amalia Leighton Cody

Surety Information: *Toole Design acknowledges the insurance requirements set forth in Section D Insurance of the RFP. We are able to meet these minimum requirements.*

References and Referrals: *Toole Design Team's references are included in Section C Staff Qualifications and Related Experience of this proposal.*

Personnel of the the Toole Design Team are identified in our proposal with their background information, and we assure the continuity of our personnel.
Required forms are included on the following pages.

To accompany Proposal

NON-COLLUSION AFFIDAVIT

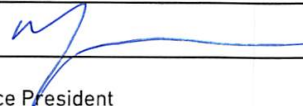
TO: THE CITY OF VISALIA

The undersigned, in submitting a proposal for performing the following work by contract, being duly sworn, deposes and says:

That he/she has not, either directly or indirectly, entered into any agreement, participate in any collusion, or otherwise taken any action in restraint of free competition in connection with such contract.

Work to be Done: RFP No. 24-25-06, Services to Provide Transportation Plan Update

Proposer's Name: TDG Engineering, Inc.

Signature of Proposer:  Roswell Eldridge

Title: Executive Vice President

Business Address: 8484 Georgia Avenue, Suite 800, Silver Spring, MD 20910

Place of Residence: Cherry, Maryland

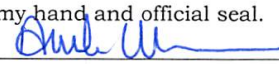
State of Maryland

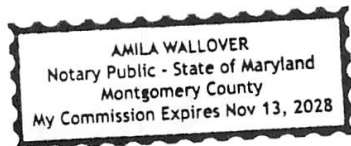
County of Montgomery

On this 7 day of May before me, Amila Wallover, a Notary Public, personally appeared Roswell Eldridge, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct

WITNESS my hand and official seal.

Signature  (Seal)



NON-COLLUSION AFFIDAVIT

TO: THE CITY OF VISALIA

The undersigned, in submitting a proposal for performing the following work by contract, being duly sworn, deposes and says:

That he/she has not, either directly or indirectly, entered into any agreement, participate in any collusion, or otherwise taken any action in restraint of free competition in connection with such contract.

Work to be Done: RFP No. 24-25-06, Services to Provide Transportation Plan Update

Proposer's Name: Shu hao Zhou

Signature of Proposer: [Signature]

Title: Vice President and Principal Associate

Business Address: 100 Century Center Court, Suite 501, San Jose, CA 95112

Place of Residence: State of California

State of California

County of Santa Clara

On this 30 day of April, May 1, 2025 before me, Queenie Agbayani, a Notary Public, personally appeared Shu Hao Zhou, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/~~she~~/they executed the same in his/~~her~~/their authorized capacity(ies), and that by his/~~her~~/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct

WITNESS my hand and official seal.

Signature See Attached Acknowledgement / ON (Seal)

CALIFORNIA ACKNOWLEDGMENT CERTIFICATE

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document, to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

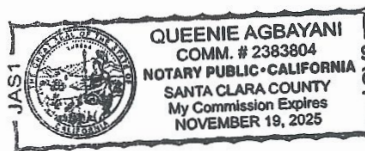
State Of: **California**
County Of: **Santa Clara**

On May 2nd, 2025 before me, **Queenie Agbayani**, Notary Public, personally appeared, Shu Hao Zhou — x who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that she/he/they executed the same in her/his/their authorized capacity(ies), and that by her/his/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under **PENALTY OF PERJURY** under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature: Queenie Agbayani



Title of Document: Non- Collusion Affidavit

Total Number of Pages including Attachment: 2

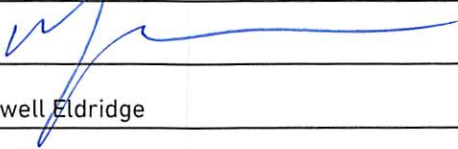
Notary Commission Expiration Date: **November 19, 2025**

Notary Commission Number: **2383804**

WORKERS' COMPENSATION INSURANCE CERTIFICATE

STATE OF CALIFORNIA)
) ss
CITY OF VISALIA)

I am aware of the provisions of Section 3700 of the Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work under this contract.

Company: TDG Engineering, Inc.
Business Address: 8484 Georgia Avenue, Suite 800, Silver Spring, MD 20910
Signature: 
Name of Signing Official: Roswell Eldridge
Title of Signing Official: Executive Vice President
Date: MAY 7, 2025

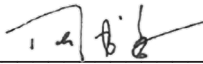
Company Seal (if any):

N/A

WORKERS' COMPENSATION INSURANCE CERTIFICATE

STATE OF CALIFORNIA)
) ss
 CITY OF VISALIA)

I am aware of the provisions of Section 3700 of the Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work under this contract.

Company: Hexagon Transportation Consultants, Inc.
 Business Address: 100 Century Center Court, Suite 501, San Jose, CA 95112
 Signature: 
 Name of Signing Official: Shu hao (Ollie) Zhou, T.E.
 Title of Signing Official: Vice President and Principal Associate
 Date: April 30, 2025

Company Seal (if any):

N/A

EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE CERTIFICATE

Equal Opportunity Clause

Unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Executive Orders 28925, 11114 or Section 204 of Executive Order 11246 of September 24, 1965, during the performance of each contract with the City of Visalia, the contractor agrees as follows:

1. The vendor will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin or political affiliation. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, gender, national origin or political affiliation. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
2. The vendor will, in all solicitations or advertisements for employees, placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin or political affiliation.
3. The vendor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or the workers' representative of the contractors' commitments under Section 202 of Executive order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. The vendor will comply with all provisions of Executive Order 11246 of September 24, 1965, and the rules, regulations and relevancy orders of the Secretary of Labor.
Vendor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations and relevant orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.
5. In the event of the vendor's non-compliance with the non-discrimination clauses of this subcontract or with any of such rules, regulations or orders, this subcontract may be canceled, terminated or suspended, in whole, or in part and the vendor may be declared ineligible for further government contracts in accordance with the procedures authorized in accordance with Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation or order of the Secretary of Labor, or otherwise provided by law.
6. The vendor will include the provisions of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each Subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the contracting agency may direct as a means of enforcing such provisions including sanctions for non-compliance. Provided, however, that in the event the contractor becomes involved in, or is threatened with litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the contractor may request the United States to enter into such litigation to protect the interest of the United States.

Certification on Non-Segregated Facilities

The contractor hereby certifies that it does not or will not maintain segregated facilities not permit its employees to work at locations where facilities are segregated on the basis of race, color, religion, gender, national origin or political affiliation.



Jessica Fields, PE, AICP

Director of Operations, Western U.S.

Authorized Signature

TDG Engineering, Inc.

Name of Firm

5/5/2025

Date

The following disclosure and statement apply to the Bidder/Proposer/Contractor/Consultant/ Vendor/Supplier or Company:

1. submitting a bid or proposal in response to a solicitation by City of Visalia; or
2. as Awardee of a contract/purchase order which is subject to approval by the Visalia City Council.

OWNERSHIP DISCLOSURE

TDG Engineering, Inc.

Name of Bidder/Proposer/Contractor/Consultant/Vendor/Supplier or Company

8484 Georgia Avenue, Suite 800, Silver Spring, MD 20910

Address

List the names of all principals, partners, and/or trustees. For corporations, provide names of officers, directors and all stockholders owning more than 10% equity interest in corporation:

Jennifer Toole, Roswell Eldridge, Amalia Leighton Cody, William Schultheiss

CALIFORNIA LEVINE ACT STATEMENT

California Government Code Section 84308, also know as the "Levine Act," can prohibit members of the Visalia City Council from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve (12) months, and for twelve (12) months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires disclosure of such contribution(s) by a party to be awarded a specific contract.

The following website contains a list of current Visalia City Council Members, https://www.visalia.city/government/city_council/default.asp. You are responsible for reviewing the names of Visalia City Council Members prior to making the following disclosure:

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to a Visalia City Council Member in the twelve (12) months preceding the date of the submission of your proposals or the anticipated date of any City Council action related to this contract?
YES: _____ NO: X . If yes, please identify the City Council Member(s) and date(s) of contribution in the space below:

Council Member(s) Name

Date of Contribution(s)

N/A

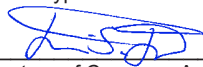
N/A

Answering YES, does not preclude the City of Visalia from awarding a contract to your firm or from taking any subsequent action related to the contract. It does, however, preclude the identified Visalia City Council Member(s) from participating in any actions related to this contract.

NOTICE: The disclosure duty under state law continues for twelve (12) months after the award. If the above information regarding contributions changes during this time after the award, then the awardee is required to update this disclosure form.

TDG Engineering, Inc.

Print or Type Name of Bidder/Proposer/Contractor/Consultant/Supplier/Vendor/Company



Signature of Company Authorized Individual

Jessica Fields, PE, AICP

Director of Operations, Western U.S.

Print or Type Name of Authorized Individual

EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE CERTIFICATE

Equal Opportunity Clause

Unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Executive Orders 28925, 11114 or Section 204 of Executive Order 11246 of September 24, 1965, during the performance of each contract with the City of Visalia, the contractor agrees as follows:

1. The vendor will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin or political affiliation. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, gender, national origin or political affiliation. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
2. The vendor will, in all solicitations or advertisements for employees, placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin or political affiliation.
3. The vendor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or the workers' representative of the contractors' commitments under Section 202 of Executive order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. The vendor will comply with all provisions of Executive Order 11246 of September 24, 1965, and the rules, regulations and relevancy orders of the Secretary of Labor.

Vendor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations and relevant orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.

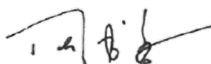
5. In the event of the vendor's non-compliance with the non-discrimination clauses of this subcontract or with any of such rules, regulations or orders, this subcontract may be canceled, terminated or suspended, in whole, or in part and the vendor may be declared ineligible for further government contracts in accordance with the procedures authorized in accordance with Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation or order of the Secretary of Labor, or otherwise provided by law.
6. The vendor will include the provisions of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each Subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the contracting agency may direct as a means of enforcing such provisions including sanctions for non-compliance. Provided, however, that in the event the contractor becomes involved in, or is threatened with litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the contractor may request the United States to enter into such litigation to protect the interest of the United States.

Certification on Non-Segregated Facilities

The contractor hereby certifies that it does not or will not maintain segregated facilities not permit its employees to work at locations where facilities are segregated on the basis of race, color, religion, gender, national origin or political affiliation.

Hexagon Transportation
Consultants, Inc.

Name of Firm



Authorized Signature

04/30/25

Date

The following disclosure and statement apply to the Bidder/Proposer/Contractor/Consultant/ Vendor/Supplier or Company:

1. submitting a bid or proposal in response to a solicitation by City of Visalia; or
2. as Awardee of a contract/purchase order which is subject to approval by the Visalia City Council.

OWNERSHIP DISCLOSURE

Hexagon Transportation Consultants, Inc.

Name of Bidder/Proposer/Contractor/Consultant/Vendor/Supplier or Company

100 Century Center Court, Suite 501, San Jose, CA 95112

Address

List the names of all principals, partners, and/or trustees. For corporations, provide names of officers, directors and all stockholders owning more than 10% equity interest in corporation:

Gary Black, At van den Hout, Brett Walinski, Robert Del Rio, Jeffrey Elia, Michelle Hunt, Shu Hao (Ollie) Zhou

CALIFORNIA LEVINE ACT STATEMENT

California Government Code Section 84308, also know as the "Levine Act," can prohibit members of the Visalia City Council from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve (12) months, and for twelve (12) months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires disclosure of such contribution(s) by a party to be awarded a specific contract.

The following website contains a list of current Visalia City Council Members,

https://www.visalia.city/government/city_council/default.asp. You are responsible for reviewing the names of Visalia City Council Members prior to making the following disclosure:

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to a Visalia City Council Member in the twelve (12) months preceding the date of the submission of your proposals or the anticipated date of any City Council action related to this contract?

YES: _____ NO: ☒. If yes, please identify the City Council Member(s) and date(s) of contribution in the space below:

Council Member(s) Name

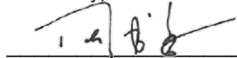
Date of Contribution(s)

Answering YES, does not preclude the City of Visalia from awarding a contract to your firm or from taking any subsequent action related to the contract. It does, however, preclude the identified Visalia City Council Member(s) from participating in any actions related to this contract.

NOTICE: The disclosure duty under state law continues for twelve (12) months after the award. If the above information regarding contributions changes during this time after the award, then the awardee is required to update this disclosure form.

Hexagon Transportation Consultants, Inc.

Print or Type Name of Bidder/Proposer/Contractor/Consultant/Supplier/Vendor/Company



Signature of Company Authorized Individual

Shu hao (Ollie) Zhou, T.E.

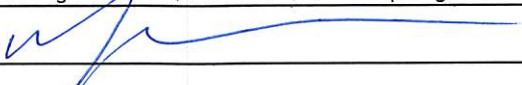
Print or Type Name of Authorized Individual

AMERICANS WITH DISABILITIES ACT COMPLIANCE CERTIFICATE

By submission of a bid, the BIDDER certifies it will comply with the Americans with Disabilities Act, 42 U.S.C., 12101 et. seq., and will maintain compliance throughout the life of this Contract. By commencing performance of the Contract work, the selected BIDDER certifies to the Americans with Disabilities Act compliance.

Company: TDG Engineering, Inc.

Business Address: 8484 Georgia Avenue, Suite 800, Silver Spring, MD 20910

Signature: 

Name of Signing Official: Roswell Eldridge

Title of Signing Official: Executive Vice President

Date: May 7, 2025

Company Seal (if any):

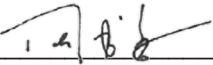
N/A

AMERICANS WITH DISABILITIES ACT COMPLIANCE CERTIFICATE

By submission of a bid, the BIDDER certifies it will comply with the Americans with Disabilities Act, 42 U.S.C., 12101 et. seq., and will maintain compliance throughout the life of this Contract. By commencing performance of the Contract work, the selected BIDDER certifies to the Americans with Disabilities Act compliance.

Company: Hexagon Transportation Consultants, Inc.

Business Address: 100 Century Center Court, Suite 501, San Jose, CA 95112

Signature: 

Name of Signing Official: Shu hao (Ollie) Zhou, T.E.

Title of Signing Official: Vice President and Principal Associate

Date: April 30, 2025

Company Seal (if any):

N/A

STATE OF CALIFORNIA
DRUG-FREE WORKPLACE CERTIFICATION
 STD.21 (REV.12-93)

CERTIFICATION

I, the official named below, hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the certification described below. I am fully aware that this certification, executed on the date below, is made under penalty of perjury under the laws of the State of California.

CONTRACTOR/BIDDER FIRM NAME TDG Engineering, Inc.	FEDERAL ID NUMBER 85-3001491
BY(Authorized Signature) 	DATE EXECUTED 5/5/2025
PRINTED NAME Jessica Fields, PE, AICP	TELEPHONE NUMBER (Include Area Code) (720) 204.7061 x145
TITLE Director of Operations, Western U.S.	
CONTRACTOR/BIDDER FIRM'S MAILING ADDRESS 8484 Georgia Avenue, Suite 800, Silver Spring, MD 20910	

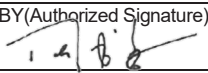
The contractor or grant recipient named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above named contractor or grant recipient will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
2. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b), to inform employees about all of the following:
 - (a) The dangers of drug abuse in the workplace,
 - (b) The person's or organization's policy of maintaining a drug-free workplace,
 - (c) Any available counseling, rehabilitation and employee assistance programs, and
 - (d) Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355©, that every employee who works on the proposed contract or grant:
 - (a) Will receive a copy of the company's drug-free workplace policy statement, and
 - (b) Will agree to abide by the terms of the company's statement as a condition of employment on the contract or grant.
4. At the election of the contractor or grantee, from and after the "Date Executed" and until 5/5/2028 (NOT TO EXCEED 36 MONTHS), the state will regard this certificate as valid for all contracts or grants entered into between the contractor or grantee and this state agency without requiring the contractor or grantee to provide a new and individual certificate for each contract or grant. If the contractor or grantee elects to fill in the blank date, than the terms and conditions of this certificate shall have the same force, meaning effect and enforceability as if a certificate were separately, specifically, and individually provided for each contract or grant between the contractor or grantee and this state agency.

STATE OF CALIFORNIA
DRUG-FREE WORKPLACE CERTIFICATION
 STD.21 (REV.12-93)

CERTIFICATION

I, the official named below, hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the certification described below. I am fully aware that this certification, executed on the date below, is made under penalty of perjury under the laws of the State of California.

CONTRACTOR/BIDDER FIRM NAME Hexagon Transportation Consultants, Inc.	FEDERAL ID NUMBER To be provided upon contract
BY(Authorized Signature) 	DATE EXECUTED April 30, 2025
PRINTED NAME Shu hao (Ollie) Zhou, T.E.	TELEPHONE NUMBER (Include Area Code) (408)971-6100
TITLE Vice President and Principal Associate	
CONTRACTOR/BIDDER FIRM'S MAILING ADDRESS 100 Century Center Court, Suite 501, San Jose, CA 95112	

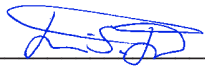
The contractor or grant recipient named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above named contractor or grant recipient will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
2. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b), to inform employees about all of the following:
 - (a) The dangers of drug abuse in the workplace,
 - (b) The person's or organization's policy of maintaining a drug-free workplace,
 - (c) Any available counseling, rehabilitation and employee assistance programs, and
 - (d) Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355©, that every employee who works on the proposed contract or grant:
 - (a) Will receive a copy of the company's drug-free workplace policy statement, and
 - (b) Will agree to abide by the terms of the company's statement as a condition of employment on the contract or grant.
4. At the election of the contractor or grantee, from and after the "Date Executed" and until 4/30/2028 (NOT TO EXCEED 36 MONTHS), the state will regard this certificate as valid for all contracts or grants entered into between the contractor or grantee and this state agency without requiring the contractor or grantee to provide a new and individual certificate for each contract or grant. If the contractor or grantee elects to fill in the blank date, than the terms and conditions of this certificate shall have the same force, meaning effect and enforceability as if a certificate were separately, specifically, and individually provided for each contract or grant between the contractor or grantee and this state agency.

IRAN CONTRACTING ACT CERTIFICATION
(Public Contract Code Section 2200 et seq.)

As required by California Public Contract Code Section 2204, the Contractor certifies subject to penalty for perjury that the option checked below relating to the Contractor's status in regard to the Iran Contracting Act of 2010 (Public Contract Code Section 2200 et seq.) is true and correct:

- ☒ The Contractor is not:
- (1) Identified on the current list of persons and entities engaged in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203; or
 - (2) A financial institution that extends, for 45 days or more, credit in the amount of \$20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.
- ☐ The City has exempted the Contractor from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the City will be unable to obtain the goods and/or services to be provided pursuant to the Contract.
- ☐ The amount of the Contract payable to the Contractor for the Project does not exceed \$1,000,00 over the life of the contract (up to 5 years).

Signature:  Printed Name: Jessica Fields, PE, AICP

Title: Director of Operations, Western U.S. Agency Name: TDG Engineering, Inc.

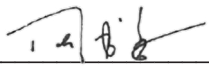
Date: 5/5/2025

Note: In accordance with Public Contract Code Section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of \$250,000 or twice the Contract amount, termination of the Contract and/or eligibility to bid on contracts for three years.

IRAN CONTRACTING ACT CERTIFICATION
(Public Contract Code Section 2200 et seq.)

As required by California Public Contract Code Section 2204, the Contractor certifies subject to penalty for perjury that the option checked below relating to the Contractor's status in regard to the Iran Contracting Act of 2010 (Public Contract Code Section 2200 et seq.) is true and correct:

- ☒ The Contractor is not:
- (1) Identified on the current list of persons and entities engaged in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203; or
 - (2) A financial institution that extends, for 45 days or more, credit in the amount of \$20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.
- ☐ The City has exempted the Contractor from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the City will be unable to obtain the goods and/or services to be provided pursuant to the Contract.
- ☐ The amount of the Contract payable to the Contractor for the Project does not exceed \$1,000,00 over the life of the contract (up to 5 years).

Signature:  Printed Name: Shu hao (Ollie) Zhou, T.E.
 Title: Vice President and Principal Associate Agency Name: Hexagon Transportation Consultants, Inc.
 Date: April 30, 2025

Note: In accordance with Public Contract Code Section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of \$250,000 or twice the Contract amount, termination of the Contract and/or eligibility to bid on contracts for three years.



PROPOSED PROGRAM APPROACH

PROJECT UNDERSTANDING

Active transportation options are ideally suited for Visalia, a city defined by its diverse population, quiet neighborhood streets, and a strong connection to the agricultural economy of the San Joaquin Valley. As the largest city in Tulare County, Visalia features a walkable downtown and historic core that not only serve residents, but also attract regional visitors. The Visalia Active Transportation Plan Update presents a timely opportunity to build on this foundation—enhancing the City’s biking and walking networks, identifying clear implementation steps, and resolving key challenges such as freight route conflicts. The plan update will support



Top: Visalia’s historic downtown area is a key regional strength to build upon, and a strong common experience of walkability that planning efforts can reference when working with stakeholders.

Bottom: Wide streets throughout the city offer an opportunity to upgrade existing bike lanes to separated, all-ages bike lanes.

Visalia’s vision for a safe, accessible, and multimodal transportation system that serves all users, regardless of age or ability.

The City also benefits from a well connected street grid, with several neighborhoods linked by off-street shared-use trails such as the Santa Fe Trail. Many of Visalia’s wide streets also present opportunities to upgrade existing bike lanes into separated, all-ages facilities, improving safety and comfort for cyclists. The Toole Design Team is excited by the chance to work with Visalia on its ATP Update, and we see several key themes as being core to the realization of a successful, community driven plan.

DELIVERS ENGAGING CHARRETTE

The design charrette and associated outreach events will be the heart of the Visalia Active Transportation Plan Update, providing the most effective platform for generating meaningful, community-driven input. The Toole Design Team brings deep expertise in facilitating dynamic, inclusive charrettes that foster participation from a wide range of stakeholders. We know how to create welcoming environments where residents, business owners, and community partners can share their visions for a more walkable, bikeable, and connected Visalia (both Roger and Erika have led presentations in Spanish before which will be a key to getting plan interaction). These interactive events are instrumental in surfacing local knowledge, identifying creative solutions, and navigating real-world tradeoffs. Through charrettes, open studio sessions, walk audits, and other hands-on engagement strategies, we aim to build a shared vision that reflects the priorities of Visalia’s diverse communities—and lays the foundation for equitable, implementable recommendations throughout the Plan.

BUILDING ON VISALIA’S BIKE NETWORK POTENTIAL

Today, Visalia has a number of shared-use trails throughout the city, such as the Santa Fe Trail, St. John’s River Trail, and the Packwood Creek Trail. Many of these trails and others follow short creeks and canals, which offer dedicated, comfortable routes and cut-throughs across neighborhoods. However, many of these are shorter and restricted by right-of-way limitations or by intersections with arterial and collector streets, which are less comfortable for most people biking or walking.

Visalia's wide streets, many of which today have Class II striped bike lanes, offer a strong opportunity for expansion of an all-ages bicycling trips. By considering treatments such as separated bike lanes and protected intersections, comfortable, low-stress routes can be expanded, helping residents reach the trails and paths that today form strong spines between neighborhoods.

Additional focus can be added to crossing key infrastructure barriers. We know that CA-198 and Santa Fe railway route creates difficulties for north-south travel: crossings of these should be made comfortable and safe to prioritize wider bicycling access.

NATIONAL EXPERTISE WITH REGIONAL EXPERIENCE

Toole Design has developed transportation plans and design manuals for communities across North America. We specialize in multimodal plans and guidance for communities who are invested in innovative and people-focused solutions. We also write the books for how streets are designed—including but not limited to the AASHTO Bike Guide, AASHTO Pedestrian Guide, FHWA's Pedestrian and Bicycle Safety Guide and Countermeasure Selection System, and the FHWA Achieving Multimodal Networks Guide—which means our plans are informed by the latest proven approaches to advancing multimodal mobility. We bring these leading design principles and expertise to the local context of Visalia, and have extensive experience working with other cities in the San Joaquin Valley such as Reedley and Corcoran.

PROJECT APPROACH

The following section presents the Toole Design Team's approach to the Visalia ATP and the scope of work presented within the RFP. We have highlighted key features and steps within each task that will ensure a successful ATP.

TASK 1: PROJECT PLANNING AND COORDINATION

TASK 1.1: PROJECT COORDINATION

With any project, it is essential to have a project manager and key staff with interdisciplinary expertise who can anticipate challenges and resolve issues proactively. Our Project Manager, Erika Kulpa, will use

QUALITY ASSURANCE/QUALITY CONTROL

Toole Design employs a rigorous Quality Assurance/ Quality Control (QA/QC) program to control the quality of our work and that of our subconsultants. Our utmost goal is to exceed client expectations. Every Toole Design project is assigned a Principal-in- Charge, a senior staff member who takes personal responsibility for Toole Design's performance on the project. Roger Pelayo will serve as Principal-in-Charge on this project, and Aaron Sussman, AICP, will serve as the QA/QC Lead. Together, Roger and Aaron will be dedicated to ensuring the delivery of high-quality materials, and appropriately scheduling, reviewing, and approving all project deliverables as part of the proposed cost and schedule. Toole Design keeps internal documentation of our rigorous review process, providing our clients the confidence that projects are back-checked to ensure they meet the highest standards.

her management expertise to establish an effective working relationship with the City, promoting ease of communication and ongoing coordination. Erika will be responsible for project oversight and regular communication with City of Visalia staff, and will regularly review project schedules and costs.

We will hold monthly check-in meetings to provide updates, review deliverables and ongoing work, and collaborate on upcoming events and tasks. Task leads and project advisors will participate in progress meetings as necessary. Further, in the first month of the ATP, we will develop a Project Management Plan, which will identify key milestones, document review processes, and outline expected roles and responsibilities. We understand that the overall project timespan runs approximately three years, ending in 2028: given our experience with similar Active Transportation Plans, we propose targeting completion of this plan in 18 months, which we believe will provide adequate time for charrette planning and stakeholder and city review while keeping community members engaged and involved.

TASK 1 DELIVERABLES:

- Project Management Plan
- Monthly progress meetings, meeting notes
- Invoicing and progress reports

TASK 2: COMMUNITY OUTREACH

TASK 2.1: STAKEHOLDER LIST DEVELOPMENT

Effective community outreach begins with an engaged and diverse group of stakeholders who are representative of the many varied interests and needs within Visalia. The Toole Design Team is experienced in identifying strategic stakeholders who can inform, guide, and act as champions for the plan. We anticipate this group and list to be a key resource in soliciting information on plan visions, sharing updates, and requesting feedback.

We will work with City staff and reach out to local organizations, local and regional agencies, schools, and community groups to identify contacts for inclusion on the Stakeholder List. Stakeholders will also be assessed for inclusion in the Advisory Group.

TASK 2.2: ADVISORY GROUP DEVELOPMENT

Building upon the Stakeholder List, the Toole Design Team will identify, with City coordination, a set of 8 to 15 community representatives from local organizations, public agencies, and community groups to guide the Plan's development. We will assess potential Advisory Group members to ensure that the variety of community interests and stakeholder types are represented and able to contribute to the plan process through the group.

TASK 2.3: ADVISORY GROUP MEETINGS

The Toole Design Team will convene three Advisory Group meetings at key milestones throughout the planning process to draw upon the group's local knowledge and ensure that recommendations are responsive to Visalia's unique needs and community priorities.

The first meeting, held in Visalia, will be key to understanding local concerns and priorities pertaining to bicycling and walking conditions. We will work to involve key group members in site visits of existing street conditions, to best hear from them how the Plan should work to address gaps in the city's active transportation network. This meeting will also serve as an opportunity to collaboratively shape the outreach strategy, including identifying effective ways to engage the broader community and selecting accessible, inclusive locations for upcoming design charrette activities.

The second Advisory Group meeting, held virtually in advance of the design charrette, will focus on reviewing the Existing Conditions memorandum and related analysis findings. Our team will present key insights and invite the group's feedback to ensure that emerging themes reflect local experience. Together, we will also strategize on how best to gather input from community members during the upcoming design charrette and associated engagement events—ensuring that outreach efforts are inclusive, accessible, and aligned with community priorities.



Toole Design cares about the communities we serve.



Child pointing to a map created by Toole Design during the Corcoran ATP charrette.

The third Advisory Group meeting, held in Visalia, will center on presenting the plan outline and draft recommendations for bicycling and walking network improvements. This session will serve as a working meeting to highlight and workshop key topics, including priority corridors, facility types, and areas requiring special attention in the final plan. Feedback from this meeting will help refine the network and ensure the recommendations are responsive, equitable, and ready for implementation.

TASK 2.4: COMMUNITY OUTREACH PLAN

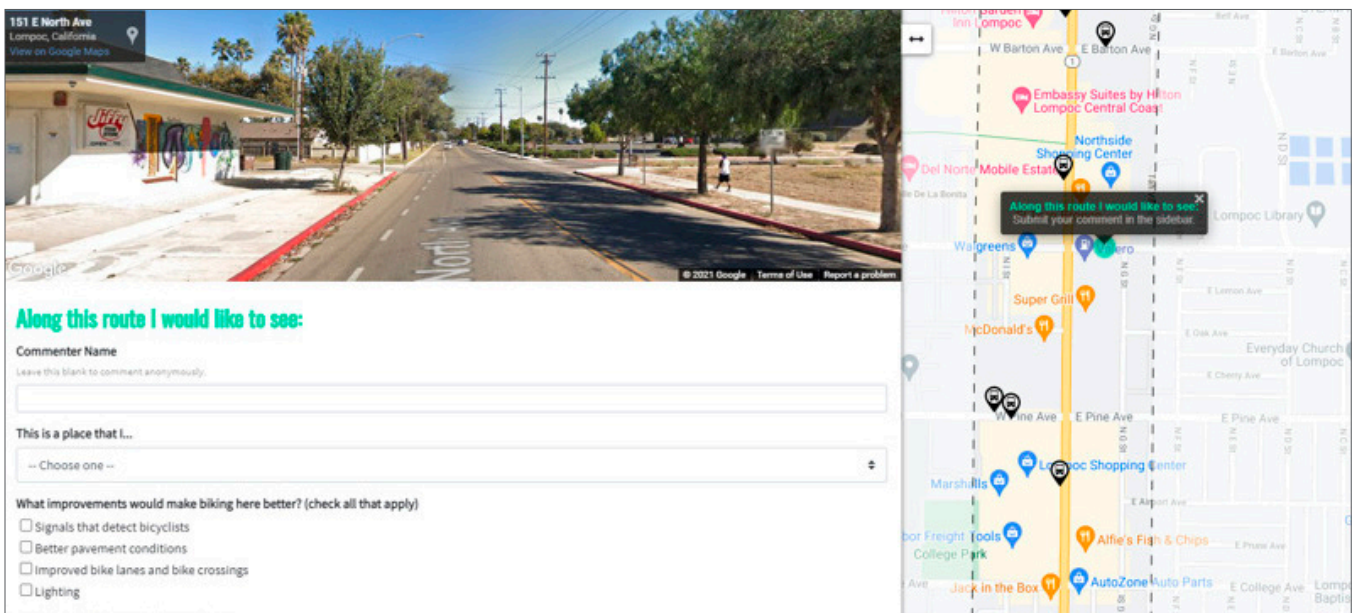
A community outreach plan will guide the engagement strategy and design charrette activities throughout the duration of the plan. We will collaborate with Advisory Group members to develop an outreach plan that proactively reaches Visalia's diverse communities and

fosters long-term community ownership of the plan's outcomes. As a key component, design charrette week will include events held in locations across the City to meet people where they are—with a particular focus on engaging residents who are often underrepresented in traditional planning processes. The outreach plan will align engagement activities with the major milestones of the ATP development process, including setting goals and objectives, gathering input on community priorities, and identifying priority projects for implementation

TASK 2.5: OUTREACH MATERIAL DISTRIBUTION

When developing and distributing outreach materials, our goal is to maximize participation and ensure broad representation across the Visalia community—especially from those most affected by limited access to safe walking and biking options. This includes individuals with limited access to vehicles, people with disabilities, children and families, seniors, and others who face mobility challenges. Our outreach strategy will be tailored to reach these priority audiences through accessible, inclusive, and culturally responsive engagement tools.

Our graphic designers and visual communications specialists are highly experienced in engaging communities—particularly Hispanic and Latino populations—on topics such as health, traffic safety, and mobility justice. For this project, Toole Design will draw on that experience to create engaging, bilingual



A sample webmap from a project in Lompoc.



A Safe Biking Adventure Book created by Toole Design for Elk Grove was printed in English, Spanish, Chinese, and Vietnamese.

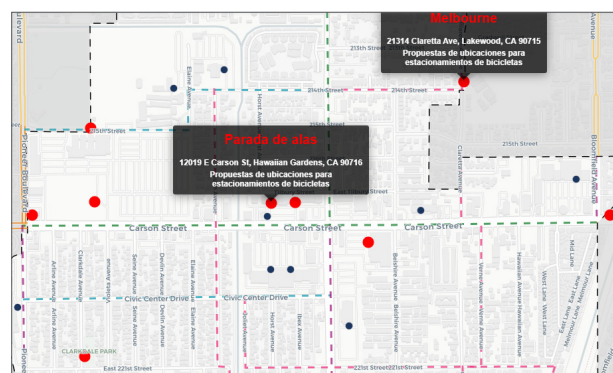
graphics and outreach materials for use on the project website, social media platforms, and in print, ensuring content is accessible in both Spanish and English. We recognize that language barriers and limited time can discourage participation. That's why we will prioritize outreach through trusted, familiar channels and provide flexible engagement opportunities that allow community members to participate on their own schedules—increasing the likelihood that more people, especially from historically underrepresented groups, will have the opportunity to share their voices.

We will work with the City and stakeholders to identify appropriate locations, businesses, and organizations to whom to distribute outreach materials in order to best reach residents. We anticipate creating a project webpage through the City's website to provide community updates throughout the project, and can work with the City to identify engaging website solutions that works best for this ATP.

TASK 2 DELIVERABLES:

- Stakeholder list
- Advisory Group members list
- Advisory Group meeting agendas, attendee list, meeting notes
- Outreach plan
- Outreach materials, such as flyers and charrette posters, media releases, and graphics
- Outreach distribution list

As part of promotion and information-gathering for this plan, we can create a user-friendly interactive webmap where participants can provide detailed, location-based information and answer supplemental survey questions on project goals and objectives, attitudes and preferences, and barriers to bicycling and walking. Our webmaps are customizable, accessible, and easy to use on any device. These may also be supplemented by on-the-ground distribution of printed materials to reach people without access to a phone or computer.



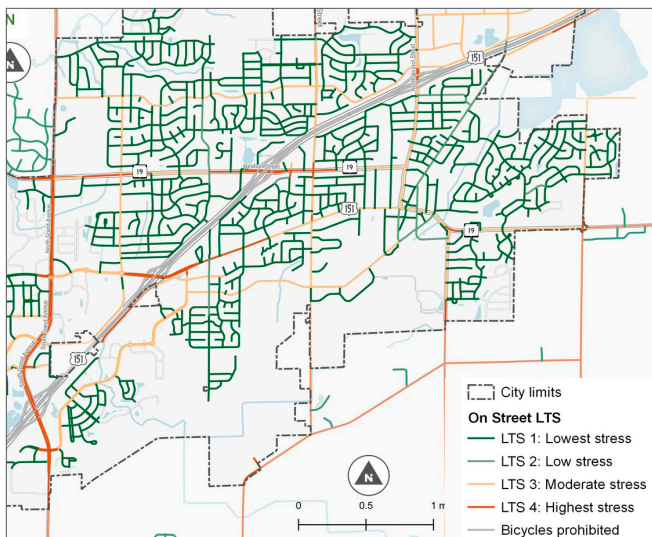
TASK 3: DATA COLLECTION AND ANALYSES

TASK 3.1: EXISTING CONDITIONS ANALYSES

PLAN REVIEW

The Toole Design Team understands that this ATP builds upon multiple prior planning endeavors and must align with established goals and policies adopted by the City of Visalia. As an essential first step, we will conduct a review of existing plan and policy documents and guidance for Visalia relating to factors that may impact it, such as truck routes and railway crossings. We will prepare a summary memo that identifies current policies and plans that details this planning landscape, including but not limited to:

- 2014 Visalia General Plan
- 2013 Visalia Climate Action Plan
- 2021 Visalia Traffic Impact Analysis Procedures
- 2022 TCAG Regional Active Transportation Plan
- 2022 Caltrans District 6 Active Transportation Plan



A Level of Traffic Stress analysis like the above can pinpoint the key segments that break up otherwise comfortable biking routes and create barriers for riders.

EXISTING CONDITIONS

Understanding existing conditions in Visalia is a foundational step that will shape our approach throughout the planning process. Our analysis will provide a comprehensive snapshot of current walking and biking conditions, highlighting both progress made since the 2017 ATP and remaining gaps. This work will directly inform the analyses in Task 3.2 and help identify issues the ATP Update can effectively address. To begin, we will submit a data request to the City to gather relevant information, including roadway characteristics, intersection controls, existing bicycle and pedestrian infrastructure, recent count data, and traffic volumes. This baseline understanding will ensure our recommendations are grounded in current conditions and responsive to Visalia's evolving needs.

TASK 3.2: CONSTRAINTS AND OPPORTUNITIES

Our team will conduct analyses that help paint a complete picture of how walking and bicycling in Visalia feels today for residents. Critically, safety informs where people feel comfortable riding and walking. We will perform a crash analysis to identify areas with the highest safety concerns, identifying a key constraint and opportunities for safety-focused roadway treatments such as separated bike lanes. Using the most recent five-year period of available data from the Statewide Integrated Traffic Records System (SWITRS) and the University of California,

Berkeley's Traffic Injury Mapping System (TIMS), we will assess crashes and identify crash trends by participant, such as racial or age disparities. We will map this data using our Safer Streets Priority Finder tool to analyze the risk to bicyclists and pedestrians on Visalia's roads, and identify potential high injury intersections and corridors.

Lack of comfortable riding conditions due to traffic volumes, multilane roads, or difficult crossings can also deter riders who might consider themselves "interested by concerned." Toole Design also proposes to complete a Level of Traffic Stress Analysis of all streets and roadways in Visalia to assess their anticipated level of comfort for Interested by Concerned riders.

SAFER STREETS PRIORITY FINDER

The Toole Design-created Safer Streets Priority Finder is an open-source data analysis tool that can help agencies of all sizes embrace the Safe Systems approach to traffic safety for all roadway users using sliding window and Bayesian statistical framework.

<https://www.saferstreetspriorityfinder.com/>

Through this task, we will also document additional constraints identified by stakeholders—such as sidewalk gaps, truck routes, long distances between crossings, and major infrastructure barriers—to ensure the Plan's recommendations comprehensively address all active transportation needs across the city.

As with the Task 3.1 basemaps, all maps and graphic outputs will be designed with inclusive engagement



Staff led a bike audit for plan stakeholders to better understand conditions unincorporated LA County.

in mind, supporting use during the design charrettes. Prior to conducting any conditions analysis, we will complete a thorough review of statewide ATP requirements to ensure the resulting memorandum is accurate, high quality, and that all maps developed for community outreach meet the same professional and accessible standard.

TASK 3.3: TRAFFIC IMPACT ANALYSIS

The Toole Design Team understands that as new improvement types are identified and incorporated into the plan, reconfigurations may impact how traffic operates in Visalia. Policy guidance on traffic impacts can also help the City work with stakeholders as it implements the ultimate recommendations. As the extent of the necessary analysis will become more apparent through the planning process, outreach, and coordination with City staff, we have prepared a selection of possible analysis options that would be useful in clarifying traffic impacts at critical locations or updating key policies. Our partners at Hexagon are prepared to provide traffic analysis support including, but not limited to, the following menu of options up to the identified level of effort:

Intersection and/or Roadway Level of Service: For selected corridors and/or intersections where plan recommendations would considerably affect traffic operations, our team could conduct LOS analysis under existing and future baseline conditions, and compare the baseline LOS to conditions with the recommended improvements.

Travel Demand Model: Our team could review and use the existing countywide travel demand model to forecast intersection volumes and roadway volumes for future baseline scenarios for intersection and roadway analysis. The model may also be used to evaluate mode shift changes or quantify VMT reductions with the ATP.

LOS Thresholds: We could coordinate with the project team and City staff to develop revised LOS thresholds for intersection and/or roadway operations to support the City's goals moving forward.

Summaries of the selected options would be documented in a technical memorandum, incorporating up to two rounds of comments.

TASK 3 DELIVERABLES:

- Data request
- Policy and plan review memo
- Existing Conditions project basemaps
- Constraints and opportunities memorandum and maps
- Traffic impact analysis memo

TASK 4: COMMUNITY ENGAGEMENT

TASK 4.1: CHARRETTE DEVELOPMENT AND LOGISTICS

In-person community events have an important role to play in any planning process, and Toole Design has a wealth of charrette design and facilitation experience and recommendations to make them fun for all. We have found great success in setting up charrette activities in places and at community events that draw a wide



Pop-up events can help draw in new participants by meeting them where they are throughout the day.



Charrette for the Reedley ATP.

spectrum of people, and we use interactive strategies to drive feedback on goals and objectives, deficiencies in the walking and biking network, and other priorities. With these priorities in hand, we will work with City staff to craft a creative approach and schedule for the four-day charrette that meet's Visalia's needs.

As part of charrette preparation, we recommend having a dedicated meeting with City staff to introduce and provide guidance on emerging design treatments and best practices that may arise during the charrette process—such as separated bike lanes, protected intersections, and other innovative facility types. These discussions will be grounded in most recent guidance from the AASHTO Guide for the Development of Bicycle Facilities (Toole Design led) and the NACTO Urban Bikeway Design Guide (Toole Design contributed), ensuring alignment with current national standards and design flexibility.

TASK 4.2: COMMUNITY DESIGN CHARRETTE

This project team has extensive experience leading interactive, inclusive, and energizing charrettes and workshops across a variety of project types. For this Active Transportation Plan Update, our approach will be to:

- **Discover** what people enjoy about walking and bicycling in Visalia, and what their primary concerns are that act as barriers to active mobility.
- **Design** ideas for walking and bicycling networks in collaboration with community participants.
- **Document** conversations and ideas developed during the charrette, and memorialize collaborative discussions in the final plan.

By leading a collaborative and inclusive charrette, we will be able to show community members how their ideas and contributions are reflected in the final plan.

Toole Design will assist in facilitating and producing charrette-related events over the course of four days, and will be responsible for developing preliminary recommendations and a cohesive set of initial concepts based on input from the charrette that will then be shared with the City and the Advisory Group.

The charrette will begin with small group meetings with key stakeholders to discuss local needs, engineering considerations, and feasibility concerns such as drainage, emergency access, and maintenance.

These sessions may be scheduled around the main kickoff workshop to accommodate availability.

For the primary community kickoff workshop, our team will develop all presentation materials, with a focus on project visioning and inviting broad community input. As part of the charrette, we will also conduct walk and/or bike audits of priority areas—identified in advance through earlier phases or stakeholder input—which may be scheduled alongside stakeholder sessions to provide real-time context.

Following these engagements, we will meet with City staff to review community feedback and emerging concepts. We will then host a closing workshop presentation to summarize what we've heard and share preliminary concept recommendations, including potential treatment types and draft solutions that could be applied citywide to enhance safety, comfort, and connectivity.

TASK 4.3: DRAFT PLAN WORKSHOP

Following the development of draft recommendations in Task 5, and in coordination with City staff and the Advisory Group, the Toole Design Team will support planning and facilitation of a community workshop to present key elements of the draft plan and gather public feedback. We will collaborate with the City to design a creative and accessible workshop format that reflects Visalia's unique character and community needs. Engagement strategies may include breakout discussions, interactive walk-throughs of the draft document, dot voting, and other hands-on techniques to elicit meaningful input.

After the workshop, Toole Design will review, synthesize, and document community feedback, ensuring it is thoughtfully incorporated into the final plan to reflect community priorities and enhance local ownership of the outcomes.

TASK 4 DELIVERABLES:

- Charrette agenda
- Participant lists, meeting notes, charrette and meeting presentations and materials
- Charrette Summary Memorandum
- Workshop participant lists, notes, and documented feedback

TASK 5: PLAN DEVELOPMENT

TASK 5.1: PLAN AND RECOMMENDATIONS DEVELOPMENT

KEY GOALS AND OBJECTIVES

The ATP will establish clear, actionable goals for Visalia that will shape the direction of the plan's recommendations, policies, and implementation strategies. These goals will reflect the long-term vision and priorities expressed by stakeholders, Advisory Group members, and the broader community through the design charrette and other engagement activities. We will collaborate with City staff to translate these big-picture aspirations into focused goals and measurable objectives that provide a strong foundation for the plan and ensure alignment with Visalia's broader transportation, equity, and sustainability priorities.

COMMUNITY ENGAGEMENT

Our team will document through Tasks 2 and 4 our engagement steps and the feedback and comments we have heard throughout the process. A clear line will be traced through the plan development process, connecting community-generated ideas, concerns, and feedback to the Plan's recommendations. Together with detailed accounts of the design charrette week outcomes, we will demonstrate how the ATP networks and projects meet the unique needs and solutions identified by Visalia's residents and stakeholders.

MULTIMODAL NETWORK RECOMMENDATIONS

Biking and walking networks require a comprehensive and inclusive approach that considers users of all ages, abilities, comfort levels, and accessibility needs. For the pedestrian network, we will identify areas where infrastructure investments are most needed, recognizing that pedestrian conditions vary across Visalia—from rural neighborhoods to the denser downtown core. Special attention will be given to connections with Visalia's trail system and other key community assets.

Priority connections will focus on locations where access to active transportation is essential, including schools, parks, healthcare and senior facilities, transit hubs and lines, and low-income neighborhoods. Through the community engagement activities detailed in Task 4, we will gather local input to identify additional priority areas for bicycling and walking improvements.

With input from City staff and the public, we will develop a set of recommended pedestrian projects that work toward a connected, accessible, and context-sensitive pedestrian network.

For the bikeway network, our recommendations will reflect what we know about how people choose to travel by bike: when they feel safe, comfortable, and supported by a connected system. In particular, we will address the needs of the "Interested but Concerned" rider group, which includes children, older adults, women, and those who are new to bicycling.

Each segment of the recommended bikeway network will include: A recommended facility type (e.g., buffered bike lane, Class IV separated bikeway, neighborhood greenway), and a proposed implementation action (e.g., narrowing travel lanes, modifying curb lines, or reallocating roadway space). This pairing will enable the City to efficiently evaluate, prioritize, and move projects from plan to implementation. To support this effort, the Toole Design Team will develop a high-level toolkit outlining facility types, countermeasures, and contextual guidance for implementation. The toolkit will include feasibility considerations and appropriate applications for treatments such as protected intersections, Class IV bikeways, and other best-practice infrastructure.

PROJECT PRIORITIZATION

We will score and rank each recommended pedestrian and bicycling project to identify an implementation framework that best meets the ATP's goals. We will work with staff to identify a discrete set of three to five prioritization criteria (e.g., safety, mobility, sustainability, equity) and then use available data to calculate a ranked score for each proposed project. Toole Design has substantial experience using this type of tool for project prioritization, having done so for dozens of planning efforts in California and beyond.

COST OPINIONS

The Toole Design Team will develop planning-level cost opinions for each pedestrian and bicycle project based on recent Visalia bids, neighboring city bids, and Caltrans Contract Cost Database District 6 bid prices.

FUNDING AND IMPLEMENTATION MATRIX

The Toole Design Team will review potential local, regional, state, and federal funding sources and identify those that best set up the City for implementation of the ATP networks. We will develop an easy-to-understand matrix presenting all feasible mechanism and tools available to finance recommended bikeway, trail, and sidewalk projects. This approach to funding will align with project types in the Plan and will be structured to reflect the City’s current and future preferred approaches to implementation, including identification of potential future partnerships.

We envision Task 5.1 as covering a majority of the bicycle and pedestrian network and policy recommendations. Though a key outcome of this task will include the Plan Outline and subsequent City feedback, we will also use the task to develop and consolidate key plan content, such as engagement summaries.

TASK 5.2: PUBLIC REVIEW DRAFT

Toole Design understands that an effective Active Transportation Plan should tell the story of Visalia’s needs and detail how the community’s participation drove recommendations. It must also be a visually compelling, well-organized plan document with concise, accessible writing and explanatory visualizations and graphics, all of which are critical to successful plan adoption and implementation.

To ensure that city staff, stakeholders, and community members have meaningful time and opportunity to review and provide feedback on the ATP’s structure, content, and recommendation, the Toole Design Team recommends a series of four drafts in addition to the Task 5.1 outline. The chart above summarizes these drafts. The public and final drafts of the Plan will be graphically rich and reader-friendly. Our graphic designers and planners will include infographics, illustrations, photographs, and maps to ensure it is detailed and accessible.

TASK 5.3: FINAL PLAN

Toole Design will work closely with City staff to review and address public and stakeholder comments to the Public Draft Plan. We will document public review and produce an updated, adoption-ready plan. We will work with City staff to ensure all documents meet City standards and are fully accessible.

Following the final review by City staff, we will incorporate edits and submit the document for adoption by City Council. For this task, we will support the City of Visalia as the ATP moves through the council review process, including producing presentation materials and presenting the plan to Council in-person.

TASK 5 DELIVERABLES:

- Plan outline, administrative draft and revision, public review draft, and final plan
- Council presentation

DRAFT	TASK	FORM	REVIEWING PARTIES
Outline	5.1	Word document outline	City staff, Advisory Committee
Administrative Draft	5.2	Word document: Text and basic graphics	City Staff
Revised Administrative Draft	5.2	Word document: Text and basic graphics	City Staff
Public Review Draft	5.2	InDesign layout	Public
Final Draft	5.3	InDesign layout	City Council

PROJECT SCHEDULE

Following is Toole Design's proposed timeline for the ATP. Based on our experience working on similar efforts, we anticipate that the project can be substantially completed in approximately 18 months. However, we are flexible on this aspect and can revise our schedule to meet Visalia's needs.

TASK	2025				2026								2027			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1: PROJECT PLANNING AND COORDINATION																
1.1: Project Coordination	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2: COMMUNITY OUTREACH																
2.1: Stakeholder List Development		■														
2.2: Advisory Group Development		■														
2.3: Advisory Group Meetings			●						●					●		
2.4: Community Outreach Plan				■												
2.5: Outreach Material Distribution																
3: DATA COLLECTION AND ANALYSES																
3.1: Existing Conditions Analyses					■											
3.2: Constraints and Opportunities								■								
3.3: Traffic Impact Analysis														■		
4: COMMUNITY ENGAGEMENT																
4.1: Charrette Development and Logistics																
4.2: Community Design Charrette											●					
4.3: Draft Plan Workshop															●	
5: PLAN DEVELOPMENT																
5.1: Plan and Recommendations Development													■		■	
5.2: Public Review Draft															■	
5.3: Final Plan																■

- Meeting
- Deliverable

EXCEPTIONS TO RFP

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

VIII. GENERAL CONDITIONS

C. EVALUATION/ AWARD OF CONTRACT

3. Proposer shall indemnify and hold harmless the City, its officers, officials, employees, and agents from and against all claims, damages, losses, and expenses ~~to the extent arise out the caused in whole or in part by any~~ negligent act or omission of the proposer, its consultants, subcontractor, anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, except where caused by the active negligence, sole negligence, or willful misconduct by the City. ~~In the event this Agreement involves the performance of professional services by Proposer, Proposer's officers, employees, agents, or subcontractors, Proposer's costs to defend Indemnitees shall not exceed the Proposer's proportionate percentage of fault per Civil Code §2782.8.~~

D. INSURANCE

INDEMNIFICATION AND INSURANCE

As respects acts, errors, or omissions in the performance of services, VENDOR agrees to indemnify and hold harmless CITY, its elected and appointed officers, employees, and CITY designated volunteers from and against ~~any and all~~ claims, demands, losses, ~~defense~~ costs, liability or consequential damages ~~to the extent~~ arising directly out of Vendor's negligent acts, errors or omissions in the performance of his/her services under the terms of this Agreement; except to the extent those arise out of the negligence of CITY. ~~In the event this Agreement involves the performance of professional services by Proposer, Proposer's officers, employees, agents, or subcontractors, Proposer's costs to defend Indemnitees shall not exceed the Proposer's proportionate percentage of fault per Civil Code §2782.8~~

CITY agrees to indemnify and hold harmless VENDOR, its officers, employees, and designated volunteers from and against any and all losses, defense costs, liability or consequential damages to the extent arising out of CITY'S negligent acts, errors or omissions in the performance of this Agreement.

As respects all acts or omissions which do not arise directly out of the performance of services, including ~~but not limited to those~~ acts or omissions normally covered by general and automobile liability insurance, VENDOR agrees to indemnify, ~~defend (at CITY's option);~~ and hold harmless CITY, its elected and appointed officers, agents, employees, ~~and~~ representatives, ~~and volunteers~~ from and against ~~any and all~~ claims, demands, ~~defense~~ costs, liability, or consequential damages ~~of any kind or nature to the extent~~ arising out of ~~or in connection~~ with Vendor's (or Vendor's subcontractors, if any) performance ~~or failure to perform;~~ under the terms of this Agreement; except to the extent those which arise out of the negligence of CITY.

F. DOCUMENTS/DATA

A. Ownership of Documents: All original papers and documents, produced as a result of this Agreement, shall become the property of the CITY. ~~Ownership shall not extend to Consultant's underlying means and methods used to create work product. Additionally, any preexisting intellectual property contained within Consultant's deliverables thereto belonging to Consultant shall remain the property of Consultant unless otherwise indicated in the scope of services.~~ In addition, CITY shall be provided with access and use of any other papers and documents consistent with the purpose and scope of services covered by this Agreement. Any additional copies, not otherwise provided for herein, shall be the responsibility of the CITY.

PROFESSIONAL SERVICES AGREEMENT FOR ACTIVE TRANSPORTATION PLAN UPDATE

XI. DOCUMENTS/DATA

A. Ownership of Documents: All original papers and documents, produced as a result of this Agreement, shall become the property of the CITY. ~~Ownership shall not extend to Consultant's underlying means and methods used to create work product. Additionally, any preexisting intellectual property contained within Consultant's deliverables thereto belonging to Consultant shall remain the property of Consultant unless otherwise indicated in the scope of services.~~ In addition, CITY shall be provided with access and use of any other papers and documents consistent with the purpose and scope of services covered by this Agreement. Any additional copies, not otherwise provided for herein, shall be the responsibility of the CITY.

XII. INDEMNIFICATION AND INSURANCE

A. As respects acts, errors, or omissions in the performance of services, CONSULTANT agrees to indemnify and hold harmless CITY, its elected and appointed officers, employees, and CITY designated volunteers from and against ~~any and all~~ claims, demands, losses, ~~defense~~ costs, liability or consequential damages ~~to the extent~~ arising directly out of CONSULTANT's negligent acts, errors or omissions in the performance of his/her services under the terms of this Agreement; except to the extent those arise out of the negligence of CITY. ~~In the event this Agreement involves the performance of professional services by Consultant, Consultant's officers, employees, agents, or subcontractors, Consultant's costs to defend Indemnitees shall not exceed the Consultant's proportionate percentage of fault per Civil Code §2782.8.~~

B. CITY agrees to indemnify and hold harmless CONSULTANT, its officers, employees, and designated volunteers from and against any and all losses, defense costs, liability or consequential damages to the extent arising out of CITY'S negligent acts, errors or omissions in the performance of this Agreement.

C. As respects all acts or omissions which do not arise directly out of the performance of services, including ~~but not limited to those~~ acts or omissions normally covered by general and automobile liability insurance, CONSULTANT agrees to indemnify, ~~defend- (at CITY's option);~~ and hold harmless CITY, its elected and appointed officers, agents, employees, ~~and~~ representatives, ~~and volunteers~~ from and against ~~any and all~~ claims, demands, defense costs, liability, or consequential damages ~~of any kind or nature to the extent~~ arising out of ~~or in connection with~~ CONSULTANT's (or CONSULTANT's subcontractors, if any) performance ~~or failure to perform;~~ under the terms of this Agreement; except to the extent those which arise out of the negligence of CITY.

CHALLENGES AND SOLUTIONS

Toole Design has encountered common challenges and lessons learned while developing ATPs. As practical problem-solvers, we are motivated by these challenges and inspired by each community’s unique perspectives. You can trust us to minimize risk and translate challenges into unique, context-sensitive solutions for the City of Visalia.

Potential Challenges	Proposed Solutions
Meeting tight deadlines: Ensuring plan completion within the set 18-month period	To achieve alignment with the City, we will facilitate early conversations at the project kickoff to identify critical project milestones. Our project management plan will be built backwards from project milestones, allowing adequate time for internal Quality Control and City review. Subsequently, there will be monthly progress meetings and design focus meetings at every milestone to track decisions and avoid derailing the project schedule.
Project process: Setting expectations between City departments, members of the community, and other stakeholders	We will be clear and transparent in project communications, letting people know how their input will fit into the projects decision-making process. We can support the City with any updates to internal and external communications including project updates and presentation of basis of design for the project.
Seeing the bigger picture: Context sensitivity to community needs and local factors	Successful ATPs are not created in a vacuum; they are sensitive to issues like wide arterials, state-owned roadways, political and community support, complex funding issues, and the environment. We intend to leverage our experience guiding tradeoff conversations for communities across California and North America to help the City of Visalia consider the pros, cons, and tradeoffs of bicycle and pedestrian network implementation.
Only hearing from the usual suspects: Ensuring authentic engagement reach	Often the only people whose voices are heard during a planning process are those who are already engaged and are the most passionate (positively or negatively). To ensure that we’re hearing from women, people of color, young people, older adults, people with disabilities, and many others, we propose a public engagement plan that includes various opportunities for engagement, including online and in-person strategies. We will seek representation for different communities within Visalia and from those who have varying relationships with bicycling and walking today.



STAFF QUALIFICATIONS AND RELATED EXPERIENCE

ORGANIZATIONAL CHART

The organizational chart below illustrates our proposed approach to staffing the various elements of the project.



T Toole Design H Hexagon
* Fluent in Spanish



OUR VALUES
At Toole Design, we envision a system where everyone—regardless of their race, abilities, economic status, or location—can walk, bicycle, and use transit not just as a way to get places, but to thrive. Our values of **ethics**, **equity**, and **empathy** are the foundation for how we approach projects, interact with colleagues and clients, connect with community members, and ultimately get closer to achieving this vision.



ROGER PELAYO

PRINCIPAL-IN-CHARGE

TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 17

Toole Design: 2021-Present

KOA Corporation: 2007-2021

EDUCATION / CERTIFICATION

Bachelor of Science,
Urban and Regional Planning
(Minor in GIS), California
Polytechnic University,
Pomona: 2007

Roger is a Senior Planner with expertise in sustainable transportation and its relationship to urban form, focusing on pedestrian and bicyclist behavior, access to schools, and transit. He is proficient in various aspects of transportation planning at regional, corridor, and local levels, with extensive project experience across Southern California. Roger has led technical teams in preparing a wide range of transportation planning studies, including SRTS and active transportation plans, traffic impact studies, benefit-cost analyses for capital project prioritization, tactical urbanism demonstration projects, first-/last-mile and Complete Streets initiatives, and circulation elements for general and community plans. His strong technical and project management skills enable him to deliver realistic recommendations and solutions across a variety of transportation planning projects.

SELECTED PROJECT EXPERIENCE

Ontario Active Transportation Plan, Ontario, CA

As Project Manager, Roger led a team that developed a plan for the City to be more walkable, bikeable, healthier, and safe. The plan included pedestrian and bike demand analysis, public engagement workshops, walk and bike audits for 32 schools that included engineering recommendations and cost estimates, and design guidelines. The project involved the development of a pedestrian and bike network that included factsheets and cost estimates for the top 10 locations.

Montclair Active Transportation Plan, Montclair, CA

As Project Manager, Roger led a team that identified ways to improve pedestrian and bicycle mobility and access across the City. The deliverables consisted of conducting bicycle and pedestrian level of traffic stress, implement a robust engagement process, develop an active transportation network with fact sheets and cost estimates, and set up a framework for implementation.

San Fernando Safe and Active Streets Implementation Plan, San Fernando, CA

As Principal-in-Charge, Roger oversaw the development of a comprehensive plan to prioritize active transportation projects and build on the 2018 citywide Safe and Active Streets Plan. The implementation plans included community engagement, project prioritization, and the development of concept plans.

Lompoc Streetscape Multimodal Improvement Plan, Lompoc, CA

Roger served as the Principal-in-Charge for the effort to develop a plan that analyzed areas to establish efficient integrated multimodal connections and identified the necessary bicycle and pedestrian design and beautification improvements along North H Street and Ocean Avenue. Roger was responsible for providing strategic guidance, and ensuring the delivery of high-quality, on-schedule deliverables that are visionary, yet implementable that addressed goals of the City's newly updated Zoning Code, 2030 General Plan, SBCAG Regional Transportation Guidelines, and the California Transportation Plan 2040.



ERIKA KULPA

PROJECT MANAGER

TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 14
Toole Design: 2024-Present
Steer: 2021-2024
Fehr & Peers: 2020-2021
Secretaría de Movilidad de la Ciudad de México: 2016-2018
World Resources Institute: 2011-2016

EDUCATION / CERTIFICATION

Master of Science, Transport and City Planning, University College London: 2019
Bachelor of Architecture, Universidad Nacional Autónoma de México: 2017

Erika is a Senior Planner with an intersectional experience in non-profit organizations, and in the public and private sectors in the U.S. and Mexico. She has collaborated on and led projects related to active transportation, road safety, transportation demand management, and gender equity. She also likes applying her graphic design skills and wayfinding knowledge to transportation projects. Erika's overall aim is to bring people back into the center of projects and policies and help improve their everyday lives.

SELECTED PROJECT EXPERIENCE

Fresno Unified Safe Routes to School Site Assessments, Fresno CA

Erika is leading the Walking School Bus (WSB) Toolkit and WSB Pilot and the update on the Pedestrian Safety Curriculum for Fresno's Safe Routes to School project. These two programmatic strategies support safety measures and incite children to walk and bike more to school. She also supports the assessment of multiple schools in the Fresno Unified School District for safe routes to school improvements. For the 2024-2025 school year, she is evaluating 17 schools by observing on-site arrival and dismissal dynamics, through walk audits, and by engaging with school officials and the Unified School District. Erika collaborates in the development of infrastructure and programmatic recommendations to improve kids experience traveling to and from school.

Fresno Vision Zero Action Plan, Fresno, CA

Erika is leading the development of the Major Streets Traffic Calming Toolbox for Fresno, identifying countermeasures that would best improve safety on the specific road safety context of the city. The toolkit looks into data-driven insights, best practices, and actionable strategies for improving safety.

Walk Downey: Active Transportation Plan, Downey, CA

The plan aimed to provide safe, efficient, and connected network of multimodal transportation facilities that residents and stakeholders can enjoy for a variety of purposes. Erika identified and designed potential improvements in key intersections around Downey. Through an understanding of the local context, positive practices, and main issues, Erika created a mini toolkit for each location and a concept design for infrastructure projects to enhance the safety, walkability and bikeability of the area.

Sacramento Vision Zero Top Five Corridor Study, Sacramento, CA

Erika collaborated in the development of the Study which addressed safety concerns in five corridors with the highest numbers of fatal and serious crashes in Sacramento. The aim of the study was to identify improvements for each of the corridors. Erika specifically contributed to the creation of the safety toolkit and in the design of the each of the corridors' cross-sections portraying the recommended improvements to make the roads safer.



AARON SUSSMAN, AICP

QA/QC LEAD

TOOLE DESIGN

PROFESSIONAL HIGHLIGHTS

Years of Experience: 17

Toole Design: 2022-Present

Bohannon Huston, Inc:
2016-2022

Mid-Region Council of
Governments: 2008-2016

EDUCATION / CERTIFICATION

Master of Arts in Latin
American Studies,
University of New Mexico: 2008

Master of Community and
Regional Planning,
University of New Mexico: 2008

Bachelor of Arts,
Spanish and Anthropology,
Dickinson College: 2005

American Institute of
Certified Planners

APPOINTMENTS / AFFILIATIONS

American Planning Association

Urban Land Institute

RECENT PUBLICATIONS

"Integrating Climate Change into Scenario Planning: Can Mitigation Measures also Make a Region More Resilient?"
Journal of the Transportation Research Board, No.2572, 2016. Presented at the Transportation Research Board 2016 Annual Meeting, January 10-14, Washington, DC. Awarded "Best Paper" by the Transportation Research Board Special Task Force on Climate Change and Energy.

Aaron is a versatile planner and project manager with experience in both the public and private sectors. His past project experience includes regional, city, and county transportation plans, as well as corridor studies, network planning, project prioritization efforts, and the development of local agency design standards. Aaron brings a strong understanding of the impacts of land use and development patterns on infrastructure needs to his projects and excels at developing recommendations that can be easily implemented. He is a fluent Spanish speaker and has extensive experience leading public outreach and stakeholder coordination.

SELECTED PROJECT EXPERIENCE

Morgan Hill Transportation Plan, Morgan Hill, CA

Aaron was the Project Manager for this effort to create the City of Morgan Hill's first Transportation Plan. Toole Design led all elements of the plan related to multimodal transportation and supported engagement including public outreach and facilitation of a stakeholder steering committee. The Transportation Plan was adopted in December 2024 and identifies a high-injury network for the city and identifies high-priority projects to advance safety and mobility for all modes.

Maricopa Association of Governments SR 30 Active Transportation Conceptual Plan, Phoenix, AZ

Aaron led an interdisciplinary effort to identify a preferred alignment and active transportation facility type along the proposed SR 30 freeway in the southwestern portion of the Phoenix metropolitan area. The project was led by the Maricopa Association of Governments and spans various local jurisdictions. The plan identifies a shared-use path and desired amenities along the narrow 14-mile long corridor and provides a series of recommendations to ensure the facility is appealing to a wide range of potential users, including grade-separated crossings, enhanced on-street connections, and the development of recreational spaces and access points.

Farmington MPO Bicycle and Pedestrian Plan Update, Farmington, NM

Aaron was the Project Manager for a regional plan to improve and expand upon the pedestrian and bicycle networks for the greater Farmington region. Through a stakeholder-driven process, Aaron led the development of Complete Streets facility types for all major roads across the region. Other key products included design guidance, network recommendations, and identifying location-specific opportunities to implement safe, comfortable walking and biking facilities throughout the study area.

TOOLE DESIGN



ADAM VEST, PE
PRINCIPAL ENGINEER

Years of Experience: 20
Master of Science, Civil Engineering
Bachelor of Science, Civil Engineering
Professional Engineer: FL, MD, PA, VA

Adam is a national expert in active transportation planning and engineering. His work incorporates a human-scaled, Complete Streets approach, and he develops innovative solutions that support mobility, safety, and connectivity for all users.

Lompoc Streetscape Multimodal Improvement Plan,
Lompoc, CA
San Pablo Bicycle and Pedestrian Corridor Study,
San Pablo, CA



ADAM RUSSELL, RSP₁
PROJECT PLANNER

Years of Experience: 12
Master of Urban and Regional Planning
Bachelor of Arts, Environmental Analysis-Policy
Road Safety Professional 1

Adam is a planner with experience in ATPS, bicycle planning, and safety policies, whose work addresses transportation access and safety for all users.

Los Angeles County Bicycle Plan Update,
Los Angeles, CA
Glendale Vision Zero Action Plan, Glendale, CA



JOANNA WANG, RSP₁
ANALYST

Years of Experience: 6
Master of City Planning
Bachelor of Science, GeoDesign, Minor in Economics
Road Safety Professional 1

Joanna is a transportation planner and data analyst with experience scripting GIS analysis, basic traffic engineering analysis for ATPs, Local Roadway Safety Plans (LRSP), and multimodal corridor studies.

Clovis Active Transportation Plan Update, Clovis, CA
Reedley Active Transportation Plan, Reedley, CA

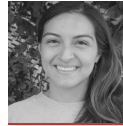


SERENA POWELL
PLANNER

Years of Experience: 4
Bachelors of Urban Planning and Certificate of Urban Design

Serena is experienced in SRTS initiatives, Complete Streets, multimodal planning, corridor and streetscape improvements, and first-/last-mile solutions.

Anaheim Connects, Anaheim, CA
SRTS Shatto Place Redesign Project, Los Angeles, CA



SOFIA POLLMANN, PE
PROJECT ENGINEER

Years of Experience: 6
Master of Science, Transportation Planning and Engineering
Bachelor of Science, Civil Engineering
Professional Engineer: NY

Sofia is a professional engineer working on active transportation projects. Sofia specializes in corridor design, work zone traffic control, safety analysis and public engagement.

Fresno USD Safe Routes to School Site Assessments,
Fresno, CA
Fairview Road Active Transportation Project,
Costa Mesa, CA



LILA SINGER-BERK
PROJECT PLANNER

Years of Experience: 9
Master of Urban Planning
Bachelor of Arts, Urban and Environmental Policy

Lila is a project planner with private sector and research experience in transit and multimodal transportation planning, analysis, policy, programming, and implementation. Lila specializes in bicycle and pedestrian planning and policy, performance management, curb management, public engagement, and facilitation.

Hawaiian Gardens Bicycle Plan, Hawaiian Gardens, CA
Los Angeles County Bike Plan,
Unincorporated Los Angeles County, CA

TOOLE DESIGN



ELLIE GERTLER
PLANNER

Years of Experience: 5
Master of Urban and Regional Planning
Bachelor of Arts, Sociology

Ellie is a planner with private sector experience in active and multimodal transportation planning, safety planning, and Safe Routes to Schools plans and programs. Her work includes active transportation network mapping and analysis, policy and network recommendations development, leading and conducting public outreach and engagement, plan writing, and graphic development.

Corcoran Active Transportation Plan, Corcoran, CA
Morgan Hill Transportation Plan, Morgan Hill, CA



JANESSA MENDOZA, EIT
PROJECT ENGINEER

Years of Experience: 7
Bachelor of Science, Civil Engineering
Engineer-in-Training

Janessa is an engineer focusing on multidisciplinary roadway projects including full corridor Complete Streets projects and municipal final design projects. Janessa specializes in final design and development of construction documents for public sector projects.

Hawaiian Gardens Bicycle Plan, Hawaiian Gardens, CA
Los Angeles County Bicycle Plan Update, Los Angeles, CA

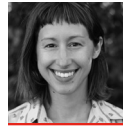


SAM PERSON
GRAPHIC DESIGNER

Years of Experience: 6
Bachelor of Fine Arts

Sam is a graphic designer with experience in layout and informational design. At Toole Design, Sam knits together the pieces of a project, from plan documents and maintenance guides to branding and social outreach materials, into deliverables that bring the work out into the world.

Corcoran Active Transportation Plan, Corcoran, CA
Reedley Active Transportation Plan, Reedley, CA



LAUREN PEPE
PROJECT PLANNER

Years of Experience: 8
Master of Community Planning, Community Planning
Master of Science, Neuroscience
Bachelor of Arts, Psychology

Lauren is a Project Planner with public and private sector experience in developing and implementing active transportation plans, Safe Routes to School plans, safety plans, and general plans. Lauren helps communities re-envision space to serve people before cars.

Corcoran Active Transportation Plan, Corcoran, CA
Reedley Active Transportation Plan, Reedley, CA

HEXAGON



OLLIE ZHOU, PE
TRAFFIC ENGINEER

Years of Experience: 11
Master of Business Administration
Bachelor of Science, Civil and Environmental Engineering
Professional (Traffic) Engineer: CA

Ollie is a Principal Associate with over 11 years of engineering and planning experience. Ollie has worked on projects ranging from traffic studies, multimodal planning studies, and bike and pedestrian plans.

Lawson Middle School Bikeway Feasibility Study, Cupertino, CA
Terra Bella Bikeway Feasibility Study, Mountain View, CA



SHIKHA JAIN, AICP
SENIOR ASSOCIATE
TRANSPORTATION PLANNER

Years of Experience: 7
Master of Urban and Regional Planning
Bachelor of Science, Microbiology
American Institute of Certified Planners

Shikha is a Senior Associate Transportation Planner with over seven years of transportation planning and engineering experience. Shikha has worked on projects, including multimodal corridor planning, travel behavior analysis, transportation impact analysis, traffic feasibility studies, and parking studies.

Morgan Hill Transportation Plan, Morgan Hill, CA
Ravenswood Specific Plan Update, East Palo Alto, CA

RELATED EXPERIENCE

Toole Design has had the privilege of being part of many ATPs throughout the U.S. The following is a partial listing of the relevant projects we have worked on.

HAWAIIAN GARDENS BICYCLE PLAN

HAWAIIAN GARDENS, CA

Owner: City of Hawaiian Gardens, Neema Ghanbari
562.420.2641 x206

Firm Involvement: Prime

Proposal Cost vs. Actual Cost: \$360K;

Project is currently on schedule and within budget

Status: Ongoing (2025)

Toole Design is working with the City of Hawaiian Gardens to provide technical planning services to prepare the Bike Plan. This effort is a citywide plan that will be incorporated into Circulation Element of the City's General Plan. The goal of the project is to update the City's existing bike route system, developing a convenient transportation alternative to motor vehicles for residents, visitors, and commuters.

FRESNO VISION ZERO ACTION PLAN

FRESNO, CA

Owner: City of Fresno, Andreina Aguilar
559.621.8674

Firm Involvement: Prime

Proposal Cost vs. Actual Cost: \$400K;

Project is currently on schedule and within budget

Status: Ongoing (2025)

Toole Design is leading this high-profile Vision Zero Action Plan for California's fifth largest city. Between 2018 and 2022 there were almost 500 fatal or serious injury crashes in Fresno and almost half of all fatalities were pedestrians. Toole Design is leading this complex project to help the City and its implementing partners take real action to address the traffic safety crisis in the City. The project includes comprehensive safety conditions analysis—both retrospective and prescriptive. We are leading the Vision Zero Task force which include interagency representatives from the City, County, regional COG, transit providers, emergency services, local advocates



Walk audit with children led by Toole Design for the Fresno Vision Zero Action Plan.

among others. The final Plan will include a Major Streets Traffic Calming Toolkit, and Safety Education Campaign, and a Vision Zero Data Dashboard.

Significant stakeholder engagement is underway.

We are working with local community-based organizations (CBOs) to facilitate multilingual community bike rides and walking tours; conduct pop-ups and focus groups, engage students, families, and schools; and conduct a community survey that has over 650 responses. In October 2024, we led a "Safety 101" workshop for a group of 20 CBOs and stakeholders to share key safety principles.

MORGAN HILL TRANSPORTATION PLAN

MORGAN HILL, CA

Owner: City of Morgan Hill, Chris Ghione
408.782.9154

Firm Involvement: Prime (Hexagon);
Subconsultant (Toole Design)

Proposal Cost vs. Actual Cost: \$220K;

Project was completed on time and within budget

Status: Completed (2025)

In collaboration with **Hexagon**, **Toole Design** led multimodal transportation analysis, planning, and design as part of the City of Morgan Hill's first citywide transportation plan. Toole Design collected and analyzed comprehensive active transportation data including safety, comfort, and connectivity and made recommendations to help improve mobility as the city grows and evolves from a suburban development model to a more urban form. Toole Design identified priority connections and improvements that make the city more accessible to people walking, biking, using mobility devices, and accessing transit as well as develop Complete Streets design guidance to ensure roadways accommodate all users.

FRESNO UNIFIED SAFE ROUTES TO SCHOOL SITE ASSESSMENTS

FRESNO, CA

Owner: Fresno Unified School District, Amy Idsvoog,
559.457.3498

Firm Involvement: Prime

Proposal Cost vs. Actual Cost: \$600K;

Project is currently on schedule and within budget

Status: Completed (2025)

Toole Design is leading a systemic safety project with Fresno Unified School District (FUSD) focused on improving safety around schools. In 2024, we completed a pilot evaluation of 15 schools, and this year we are replicating the process for another 17 schools. At each school we lead in-person site investigations and traffic audits, and make recommendations for engineering, education, encouragement, equity, and evaluation improvements. Toole Design conducted a data-driven prioritization process and developed planning-level conceptual designs for eight priority projects. Toole Design developed an implementation strategy and final report, built around systemic safety principles with a focus to slow speeds and reduce serious and fatal collisions. Building on the foundation of the systemic safety implementation plan, Toole Design is working with FUSD to evaluate the feasibility of quick-build implementation for some of the high-priority conceptual designs.

FOWLER BICYCLE, PEDESTRIAN, AND TRAILS PLAN, DOWNTOWN STREETSCAPE, AND IDENTITY

FOWLER, CA

Owner: City of Fowler, Thomas Gaffery
(currently at the City of Tulare), 559.684.4381

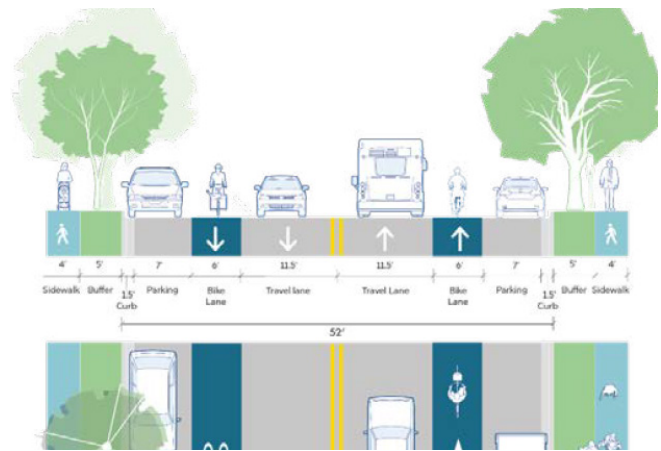
Firm Involvement: Prime

Proposal Cost vs. Actual Cost: \$125K;

Project was completed on time and within budget

Status: Completed (2025)

Toole Design is working with the City of Fowler on multiple planning and design projects, including a [municipal-level ATP](#). The ATP will guide the development of a bicycle network, enhanced pedestrian crossings, and a community trail concept. The plan



2D sections illustrating a redesign of 5th Street to include bike lanes in Fowler.

process includes bicycle and pedestrian network assessments through bicycle level of traffic stress and barrier analyses, the development of high-level design guidance, and in-person and virtual engagement.

Toole Design is developing visionary Fowler Downtown Streetscape Plan that includes ideas and design solutions to create cohesive, vibrant, welcoming spaces for all ages and abilities, encourage social and economic activity, and celebrate the community's rich rail and agrarian history. The design solutions include recommendations for gateway treatments, new cross-sections for major streets in downtown, alley treatments, architecture signage and facade recommendations, and a cohesive furnishing and planting palette. As an additional service, our design team developed concepts for the City's logo and identity.

CORCORAN ACTIVE TRANSPORTATION PLAN

CORCORAN, CA

Owner: City of Corcoran, Kevin Tromborg
559.992.2151 x2110

Firm Involvement: Prime

Proposal Cost vs. Actual Cost: \$167K;

Project was completed on time and within budget

Status: Completed (2024)

Toole Design developed a municipal-level active transportation plan for Corcoran, a small city in California's Central Valley. Through interviews with key stakeholders and community representatives, interactive community workshops, bilingual Spanish-

English engagement, walking audits, and more, our team developed a thorough understanding of challenges, opportunities, and concerns in the Corcoran community. The final plan recommended 13 bicycle projects (12.9 miles) and 20 pedestrian projects informed by community input and an existing conditions analysis. Our recommended pedestrian and bicycle projects were centered around a “spine network” with three key corridors to provide low-stress walking and bicycling routes connecting people to priority community destinations, including schools, parks, downtown Corcoran and other retail and service areas. We also provided complementary implementation strategies that included additional infrastructural amenities, policy recommendations, and education and programming ideas.

With extra room in the budget, our team was able to enhance the Plan with visualizations and mini design guides. We created a set of crossing enhancement graphics, a guide for when to use them, and cross-sections showing how roads can be redesigned for bike facilities.

REEDLEY ACTIVE TRANSPORTATION PLAN

REEDLEY, CA

Owner: City of Reedley, Marilu Morales
559.637.4200 x221
Firm Involvement: Prime
Proposal Cost vs. Actual Cost: \$200K;
Project was completed on time and within budget
Status: Completed (2023)

Toole Design developed the Reedley Moves: Active Transportation and Parkway Plan to help position the City of Reedley for competitive grant funding that will enhance pedestrian and bicycle infrastructure and expand the Reedley Parkway rail trail. A major focus of the plan was making active transportation more accessible and desirable for users of all ages and abilities through recommendations informed by existing conditions analyses and extensive bilingual Spanish-English community engagement.

We developed a comprehensive set of infrastructure recommendations for enhanced crossings and a low-stress bikeway network, complemented by



Toole Design developed a concept design showing how and where the Reedley Parkway could be enhanced with green elements, branding, and activities.

policy, programming, and supportive infrastructure recommendations. With extra room in the budget, our visualizations team created a conceptual layout for enhancing the Reedley Parkway, a graphic crossing treatments guide, and cross-sections that reimagined some Reedley streets with new and enhanced bicycle facilities.

ALAMEDA ACTIVE TRANSPORTATION PLAN AND VISION ZERO ACTION PLAN

ALAMEDA, CA

Owner: City of Alameda, Rochelle Wheeler
510.747.7442
Firm Involvement: Prime
Proposal Cost vs. Actual Cost: \$330K;
Project was completed on time and within budget
Status: Completed (2022)

Toole Design worked with the City of Alameda to update its Pedestrian Plan and Bicycle Plan and combine the two into a unified Active Transportation Plan (ATP). The ATP includes transportation policies, roadway design standards, and engineering guidance to pave the way for rapid implementation.

Toole Design provided critical guidance for the pedestrian- and bicycle-friendly development and street design that is happening as Alameda redevelops, especially in the Alameda Point neighborhood. This includes refining and expanding upon Alameda's existing pedestrian and bicycle networks with the goal of encouraging significant mode shift towards active transportation and reducing the city's carbon footprint.

The ATP effort addressed real and perceived roadway safety issues with a standalone Vision Zero Action Plan (VZAP). The VZAP provides a framework for reducing serious injuries and fatalities on Alameda's roads while enhancing the livability and quality of life in the city's diverse neighborhoods.

Following the success of the ATP, Toole Design has continued its work with the City of Alameda to implement the Neighborhood Greenways recommended in the ATP.

WILLOW VILLAGE/ META CAMPUS EXPANSION

MENLO PARK, CA

Owner: City of Menlo Park, Kristiann Choy
650.330.6772

Firm Involvement: Subconsultant

Proposal Cost vs. Actual Cost: \$456K;

Project was completed on time and within budget

Status: Completed (2022)

The Willow Village project is a proposed new mixed-use development in northern Menlo Park. The development includes about one million square feet of office space for Facebook plus new homes, a hotel, and retail space including a grocery store. The concept would be for new residents to be able to live and work within the village and also meet a majority of their shopping needs. The plan also includes extensive park space. **Hexagon** completed the transportation analysis for the environmental review of the project. This included developing and calibrating the citywide travel demand forecasting model for VMT and intersection analysis. Hexagon also reviewed the project's on-site circulation plan and its transportation demand management plan to ensure that it could meet the City-mandated 20% trip reduction. Facebook has its own fleet of shuttle buses that would serve the site and also the other nearby Facebook buildings. The site is near the Dumbarton rail tracks, and the Hexagon study considered the possible institution of passenger rail service. Because of existing congestion and closely spaced intersections in the area, the traffic analysis was supplemented with a Simtraffic analysis.



Concept rendering created by Hexagon of the Willow Village.

REFERENCES

We invite you to contact any of our clients within the last three years profiled in this proposal regarding the quality of the Toole Design Team's work and performance.



ALAMEDA ACTIVE TRANSPORTATION PLAN AND VISION ZERO ACTION PLAN ALAMEDA, CA

City of Alameda
Rochelle Wheeler, Senior Transportation Coordinator of the Bicycle and Pedestrian Program
2263 Santa Clara Avenue, Room 130, Alameda, CA 94501
510.747.7442
rwheeler@alamedaca.gov



REEDLEY ACTIVE TRANSPORTATION PLAN REEDLEY, CA

City of Reedley
Marilu Morales, City Engineer
1733 9th Street, Reedley, CA 93654
559.637.4200 x221
marilu.morales@cityofreedley.ca.gov



MORGAN HILL TRANSPORTATION PLAN MORGAN HILL, CA

City of Morgan Hill
Chris Ghione, Public Services Director
17575 Peak Avenue, Morgan Hill, CA 95037
408.782.9154
chris.ghione@morganhill.ca.gov



SANTA CRUZ ACTIVE TRANSPORTATION PLAN SANTA CRUZ, CA

City of Santa Cruz
Claire Gallogly, Principal Transportation Planner
809 Center Street, Santa Cruz, CA 95060
831.420.5107
cgallogly@santacruzca.gov



FOWLER BICYCLE, PEDESTRIAN, AND TRAILS PLAN FOWLER, CA

City of Fowler
Thomas Gaffery, Assistant City Manager at City of Tulare
128 South 5th Street, Fowler, CA 93625
559.684.4381
tgaffery@tulare.ca.gov

PAGE INTENTIONALLY LEFT BLANK



CONFLICT OF INTEREST

CONFLICT OF INTEREST

Toole Design hereby certifies that we have no real or perceived conflicts of interest with regards to the Visalia ATP. Our subconsultant, Hexagon, has also certified to us that they have no real or perceived conflicts of interest.



PAGE INTENTIONALLY LEFT BLANK

TOOLE DESIGN

360 22nd Street, Suite 501

Oakland, CA 94612

510.298.0740

www.tooledesign.com



Visalia ATP Fee

Task 1	Project Planning and Coordination	\$ 21,286.00	
1.1	Check In Meetings	\$ 9,016.00	18 Check-in meetings
1.2	Admin	\$ 5,248.00	Invoicing and reporting
1.3	Project Management Plan	\$ 7,022.00	Management plan at the beginning of project
Task 2	Community Outreach	\$ 43,472.00	
2.1	Stakeholder List Development	\$ 5,856.00	Stakeholder list
2.2	Advisory Group Development	\$ 5,856.00	Advisory group assemble
2.3	Advisory Group Meetings	\$ 12,956.00	3 virtual meetings
2.4	Community Outreach Plan	\$ 6,224.00	Plan development
2.5	Outreach Material Distribution	\$ 12,580.00	Materials design (City to distribute flyers)
Task 3	Data Collection and Analyses	\$ 87,168.00	
3.1	Existing Conditions Analyses	\$ 19,600.00	
3.1.1	Document Review	\$ 1,756.00	Document review of existing Plans
3.1.2	Data Request	\$ 4,844.00	Data request and data review
3.1.3	Analysis of Existing Conditions	\$ 13,000.00	Analysis
3.2	Constraints and Opportunities	\$ 36,156.00	
3.2.2	Crash Analysis	\$ 10,158.00	5 years of crash analysis
3.2.3	Mapping	\$ 6,672.00	Mapping
3.2.4	Level of Traffic Stress Analysis	\$ 12,286.00	Evaluation of comfort and stress levels on roads
3.2.5	Opportunities identification	\$ 7,040.00	Integrate stakeholders input and highlight priority areas
3.3	Traffic Impact Analysis	\$ 31,412.00	LOS for selected corridors or intersections
Task 4	Community Engagement	\$ 34,864.00	
4.1	Charrette Development and Logistics	\$ 6,872.00	Preparation of design treatment and presentation, and workshop
4.2	Community Design Charrette	\$ 20,352.00	4 pop up events or equivalent
4.3	Draft Plan Workshop	\$ 7,640.00	Prep work and virtual presentation
Task 5	Plan Development	\$ 105,960.00	
5.1	Plan and Recommendations Development	\$ 59,232.00	
5.1.1	Goals and Objectives	\$ 2,200.00	Goal and objective development
5.1.2	Community Engagement	\$ 5,280.00	Document engagement process and input
5.1.1	Multimodal Recommendations	\$ 17,832.00	Pedestrian and bikeway recommendations with facility types
5.1.2	Toolkit	\$ 13,912.00	Toolkit with facility types, countermeasures and design guidance
5.1.3	Project Prioritization	\$ 6,160.00	Develop scoring and ranking for a prioritization framework
5.1.4	Cost Opinions	\$ 6,924.00	High-level cost estimates for recommendations
5.1.5	Funding and Implementation	\$ 6,924.00	Funding and implementation matrix
5.2	Public Review Draft	\$ 19,104.00	Infographics and graphic design of report
5.3	Final Plan	\$ 27,624.00	Comment incorporation, edits, and final report
	Direct Expenses	\$ 5,010.00	
	Color print letter size	\$ 740.00	200 copies
	Black and white print letter size	\$ 300.00	200 copies
	Color boards print	\$ 350.00	10 boards
	Travel Trip	\$ 3,220.00	4 people, 3 nights, meals, travel by car
	Subconsultant	\$ 400.00	

Labor Total	\$ 292,750.00
Expenses Total	\$ 5,010.00
Project Total	\$ 297,760.00