

**Teams Virtual Meeting**

*Join on your computer, mobile app or room device.*

[Click here join the meeting](#)

Meeting ID: 262 249 552 957 5

Passcode: Lr2f7ja2

**In-Person Location**

Downtown Connection Center  
216 W Phoenix Ave, Flagstaff, AZ 86001

Regular meetings and work sessions are open to the public. Persons with a disability may request a reasonable accommodation by contacting MetroPlan via email at [planning@metroplanflg.org](mailto:planning@metroplanflg.org). The MetroPlan complies with [Title VI of the Civil Rights Act](#) of 1964 to involve and assist underrepresented and underserved populations (age, gender, color, income status, race, national origin, and LEP – Limited English Proficiency.) Requests should be made as early as possible to allow time to arrange the accommodation.

PURSUANT TO A.R.S. §38-431.02, as amended, NOTICE IS HEREBY GIVEN to the general public that the following Notice of Possible Quorum is given because there may be a quorum of MetroPlan's Technical Advisory Committee present; however, no formal discussion/action will be taken by members in their role as MetroPlan Technical Advisory Committee.

**Public Questions and Comments must be emailed to [planning@metroplanflg.org](mailto:planning@metroplanflg.org) prior to the meeting or presented during the public call for comment.**

**NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION**

*Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the MetroPlan Executive Board and to the general public that, at this regular meeting, the MetroPlan Executive Board may vote to go into executive session, which will not be open to the public, for legal advice and discussion with the MetroPlan Executive Board's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).*

**EXECUTIVE BOARD MEMBERS**

- ☐ Miranda Sweet, Vice Mayor of Flagstaff, Chair
- ☐ Judy Begay, Chair Coconino County Board of Supervisors, Vice-Chair
- ☐ Austin Aslan, Flagstaff City Council
- ☐ Tony Williams, Mountain Line Board of Directors
- ☐ Becky Daggett, Mayor of Flagstaff
- ☐ Jamescita Peshlakai, Arizona State Transportation Board Member
- ☐ Jeronimo Vasquez, Coconino County Board of Supervisors
- ☐ Patrice Horstman, Coconino County Board of Supervisors (*alternate for Coconino County*)
- ☐ Anthony Garcia, Flagstaff City Council (*alternate for City of Flagstaff*)

**METROPLAN STAFF**

- ☐ Kate Morley, Executive Director
- ☐ David Wessel, Planning Manager
- ☐ Tami Suchowiejko, Business Manager
- ☐ Mandia Gonzales, Transportation Planner
- ☐ Kim Austin, Transportation Demand Management Planner
- ☐ Melanie Nagel, Montoya Fellow
- ☐ Hailey Bishop, Safe Routes to School AmeriCorps Member

## **A. PRELIMINARY GENERAL BUSINESS**

1. CALL TO ORDER
2. ROLL CALL
3. PUBLIC COMMENT

*At this time, any member of the public may address the Board on any subject within their jurisdiction that is not scheduled before the Board on that day. Due to Open Meeting Laws, the Board cannot discuss or act on items presented during this portion of the agenda. To address the Board on an item that is on the agenda, please wait for the Chair to call for Public Comment at the time the item is heard.*

4. APPROVAL OF MINUTES

Executive Board Regular Meeting Minutes of October 8, 2025

(Pages 4-8)

## **B. CONSENT AGENDA**

*Items on the consent agenda are routine in nature and/or have already been budgeted or discussed by the Executive Board.*

## **C. ACTION ITEMS**

1. CONSIDERATION AND POSSIBLE ACTION REGARDING SAFE STREETS MASTER PLAN CONTRACT (Pages 9-168)

MetroPlan Staff: David Wessel, Planning Manager

Recommendation: Staff recommends that the Board move to approve the master contract with Kittleson & Associates, inc. for the Safe Streets Master Plan; and authorize the Executor Director to execute Task order #1 in the amount of \$2,038,847 inclusive of a 15% contingency.

2. CONSIDERATION AND POSSIBLE ACTION REGARDING ELECTION OF CHAIR AND VICE-CHAIR FOR METROPLAN EXECUTIVE BOARD (Pages 169-170)

MetroPlan Staff: Tami Suchowiejko

Recommendation: Staff recommends the Board elect a Chair and Vice-Chair for the term January 1, 2026 to December 31, 2026.

## **D. DISCUSSION ITEMS**

1. UPDATE ON KEY PERFORMANCE INDICATORS (Page 171)

MetroPlan Staff: Kate Morley, Executive Director

Recommendation: None. This item is for information and discussion only.

2. STRATEGIC PLAN UPDATE (Pages 172-175)

MetroPlan Staff: Kate Morley, Executive Director

Recommendation: None. This item is for information and discussion only.

3. TRANSPORTATION DEMAND MANAGEMENT UPDATE (Pages 176-178)

MetroPlan Staff: Kiim Austin, TDM Planner

Recommendation: None. This item is for information and discussion only.

4. FY2026 QUARTER 1 FINANCIAL REPORT (Pages 179-181)

MetroPlan Staff: Tami Suchowiejko, Business Manager

Recommendation: None. This item is for information and discussion only.

5. METROPLAN HAPPENINGS (Pages 182-184)

MetroPlan Staff: Kate Morely, Executive Director

Recommendation: None. This item is for information and discussion only.

E. CLOSING BUSINESS

1. ITEMS FROM THE BOARD

*Board members may make general announcements, raise items of concern, or report on current topics of interest to the Board. Items are not on the agenda, so discussion is limited, and action not allowed.*

2. NEXT SCHEDULED EXECUTIVE BOARD MEETING

*December 4, 2025*

3. ADJOURN

*The Transportation Improvement Program (TIP) includes the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) final program of projects for Sections 5307 and 5339 funding under the Federal Transit Administration unless amended. Public notice for the TIP also satisfies FTA public notice requirements for the final program of projects. The MetroPlan Public Participation Plan (PPP) provides public participation notices and processes for NAIPTA as required to meet federal and state requirements for public participation and open meetings.*

**CERTIFICATION OF POSTING OF NOTICE**

The undersigned hereby certifies that a copy of the foregoing notice was duly posted in the lobby of the Downtown Connection Center, located at 216 W Phoenix Avenue and at [www.metroplanflg.org](http://www.metroplanflg.org) on October 31, 2025, 10:30 a.m.  
Dated this 31<sup>st</sup> day of October 2025.

Tami Suchowiejko, Business Manager

*Tami Suchowiejko*

## MEETING MINUTES

### Executive Board Meeting

9:00 AM – 10:00 AM  
OCTOBER 8, 2025

#### Teams Virtual Meeting

Join on your computer, mobile app or room device.

[Join the meeting now](#)

Meeting ID: 290 866 967 838 4

Passcode: pb3nt3X2

#### In-Person Location

Downtown Connection Center  
216 W Phoenix Ave, Flagstaff, AZ 86001

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#### NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

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- ☒ Judy Begay, Chair Coconino County Board of Supervisors, Vice-Chair
- ☒ Austin Aslan, Flagstaff City Council
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- ☒ Kate Morley, Executive Director
- ☐ David Wessel, Planning Manager
- ☒ Tami Suchowiejko, Business Manager
- ☒ Mandia Gonzales, Transportation Planner
- ☒ Kim Austin, Transportation Demand Management Planner
- ☐ Corey Cooper, Safe Routes to School Coordinator
- ☐ Melanie Nagel, Montoya Fellow
- ☐ Hailey Bishop, Transportation Education AmeriCorps Member

## A. PRELIMINARY GENERAL BUSINESS

1. Call to order  
Chair Sweet called the meeting to order at 9:01 a.m.
2. Roll Call  
See above.
3. Public Comment

*At this time, any member of the public may address the Board on any subject within their jurisdiction that is not scheduled before the Board on that day. Due to Open Meeting Laws, the Board cannot discuss or act on items presented during this portion of the agenda. To address the Board on an item that is on the agenda, please wait for the Chair to call for Public Comment at the time the item is heard.*

No public comment.

4. Approval of Minutes

Executive Board Regular Meeting Minutes of September 4, 2025

Motion: Member Vasquez made a motion to approve the Executive Board Meeting Minutes from September 4, 2025. Member Daggett seconded the motion. The motion passed unanimously.

## B. CONSENT AGENDA

*Items on the consent agenda are routine in nature and/or have already been budgeted or discussed by the Executive Board.*

No Consent Items

## C. ACTION ITEMS

1. Consideration and Possible Action Regarding the Creative Local Match Plan

MetroPlan Staff: Executive Director Kate Morley

Recommendation: The Board accept the findings of the Creative Local Match Plan.

Executive Director Morley presented the findings for the Creative local Match Plan developed by former planner Sandra Tavel and AECOM. The plan is really a white paper. The contents of the plan look at the legal framework, revenue generating capacity, public acceptance, and implementation steps for ten (10) revenue development options. It is framed in terms of transit, but these solutions could apply to any transportation project.

Board Discussion:

Member Williams recognized all the work, research and planning that went into this project. He complimented Executive Director Morley, the MetroPlan team, and Mountain Line, who all helped this come to fruition. The fact that we demonstrate our willingness to

share this with other transit organizations as tool to guide decision making and planning is great.

Motion: Member Vasquez made a motion to accept the Creative Local Match Plan as recommended by staff. Member Williams seconded the motion. The motion passed

2. Consideration and Possible Action Regarding the Legislative Agenda

MetroPlan Staff: Executive Director Kate Morely

Recommendation: The Board adopt the proposed legislative agenda.

Board Discussion:

Chair Sweet thanked staff for the long-term funding solutions and for the priority item regarding updated census population information for formula funding.

Member Vasquez asked about the decision not to hire a federal lobbyist; how much are we saving? Executive Director Morley explained that we collect \$30,000 in membership dues as only local revenue source. We cannot use federal funding for lobbying activities, only local revenue. We use 2/3 of our local revenue for our state lobbyist. We also have other needs for local revenue. Without raising membership due we cannot consider hiring a federal lobbyist.

Motion: Member Williams made a motion to adopt the proposed legislative agenda. Member Vasquez seconded the motion. The motion passed unanimously.

3. Consideration and Possible Action Regarding the W. Route 66 Operation Assessment (OA)

MetroPlan Staff: Transportation Planner Mandia Gonzales

Recommendation: The Board adopt the W. Route 66 Operations Assessment.

Board Discussion:

Chair Sweet asked if City staff expressed any concerns about the operational assessment. Planner Gonzales responded that members of City staff, including engineering and community development, participated in the Project Advisory Group (PAG). All members of the PAG came to consensus about the assessment. Some City staff members of the PAG communicated with their management for information and input on how to move forward. The MetroPlan Technical Advisory Committee also reviewed the and discussed the assessment. Chair Sweet expressed excitement for improvements along this important corridor.

Member Vasquez expressed his support for the fiscally conservative approach and looks forward to the next phase of the project. It's a good plan.

Member Aslan commented that he fully supports the assessment. He is invested and concerned about the corridor. He felt that improvements to this corridor could be further along. There are so many things that could be done in this area. I also want to mention the nearby overpass over I-40 that is insufficient for pedestrians. I am fully supportive of this plan.

Motion: Vice-Chair Begay made a motion to adopt the W. Route 66 Operations Assessment. Member Aslan seconded the motion. The motion passed unanimously.

4. Consideration and Possible Action Regarding the Transportation Improvement Program Adoption Schedule

MetroPlan Staff:

Recommendation: The Board adopt the schedule for the 2027-2031 Transportation Improvement Program update.

There was no discussion by the Board on this item.

Motion: Member Vasquez made a motion to adopt the schedule for the 2027-2031 Transportation Improvement Program Update. Member Williams seconded the motion. The motion passed unanimously.

5. Consideration and Possible Action Regarding the Transportation Improvement program formal amendment for Transportation Alternatives Grants for Mt. Elden Lookout Road to US-89, Fort Valley Road Mobility enhancement scoping, and funding for the Mountain Line 5307 program

MetroPlan Staff: Transportation Planner Mandia Gonzales

Recommendation: The Board amend the Transportation Improvement Program to include the projects, Mt. Elden Lookout Rd to US-89, Fort Valley Road Mobility Enhancements, and funding for Mountain's Line 5307 funding program.

Board Discussion:

Member Vasquez asked for clarification about the trail design. Executive Director Morely explained that the Mt. Elden Lookout Trail to US-89 will be like the trail behind Buffalo Park. The trail will be Part of the Mt. Elden trails plan and will be similar to the FUTS trail. We can bring commuters in from the Doney Park area. The grant for the trail project is for design only. Forest Service is working to identify the required \$100,000 for construction match so they can apply for the construction grant. The AZSMART grant cannot be used for match.

Motion: Member Vasquez made a motion to amend the Transportation Improvement Program to include the projects, Mt. Elden Lookout Rd to US-89, Fort Valley Road Mobility Enhancements, and funding for Mountain's Line 5307 funding program. Member Williams seconded the motion. The motion passed unanimously.

**D. DISCUSSION ITEMS**

*No Discussion Items*

**E. CLOSING BUSINESS**

1. Items From the Board

*Board members may make general announcements, raise items of concern, or report on current topics of interest to the Board. Items are not on the agenda, so discussion is limited, and action not allowed.*

2. Next Scheduled Executive Board Meeting

Thursday, November 6, 2025 –

ADOT Listening Tour Lunch 12:00pm – 1:15pm

Executive Board Meeting 1:15pm – 3:00pm

3. Adjourn

Chair Sweet adjourned the meeting at 9:51 a.m.

*The Transportation Improvement Program (TIP) includes the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) final program of projects for Sections 5307 and 5339 funding under the Federal Transit Administration unless amended. Public notice for the TIP also satisfies FTA public notice requirements for the final program of projects. The MetroPlan Public Participation Plan (PPP) provides public participation notices and processes for NAIPTA as required to meet federal and state requirements for public participation and open meetings.*



# METROPLAN

GREATER FLAGSTAFF

## STAFF REPORT

**REPORT DATE:** October 28, 2025

**MEETING DATE:** November 6, 2025

**TO:** Honorable Chair and Members of the MetroPlan Executive Board

**FROM:** David Wessel, Planning Manager

**SUBJECT:** Consider Safe Streets Master Plan (SSMP) Contract

### 1. RECOMMENDATION:

Staff recommends that the Board move to 1) Approve Master Contract with Kittelson & Associates, Inc. for the Safe Streets Master Plan; and 2) Authorize the Executive Director to execute Task Order #1 in the amount of \$2,038,847 inclusive of a 15% contingency. With this motion, it is recommended that the Board grants and delegates to the Executive Director authority to shift funds between subcomponents and use the 15% contingency pool with approval from project partners as outlined in associated project IGAs.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

**Goal 2:** Deliver Plans that Meet Partner and Community Needs

**Objective 2.4:** Position partners for successful implementation of plans.

### 3. BACKGROUND:

The SSMP is funded through a federal Safe Streets and Roads for All (SS4A) grant. The major components of the project are Complete Streets Guidelines, a Transportation Master Plan, related regulatory revisions, and a supporting web-based interactive map tool. The agreement was signed with FHWA in December 2024. The federal award is \$2.14 million, and the City of Flagstaff is putting in cash and in-kind match valued at \$500,000 with Mountain Line and Coconino County contributing a combined \$35,000. These partnerships are memorialized in respective intergovernmental agreements that outline cooperative roles for managing project finances, contractor oversight, and approvals. The project management team of Christopher Phair (City of Flagstaff), David Wessel, and Mandia Gonzales are working with a multi-agency team to complete the procurement process. Six proposals were received and two firms interviewed.

The review panel unanimously selected Kittelson and Associates, with whom the project management has been in negotiations since August of 2025.



# METROPLAN

GREATER † FLAGSTAFF

## 4. MANAGEMENT COMMITTEE AND TAC COMMENT:

Three members of the TAC participated on the review committee. The TAC is aware of providing input on the project. In September of 2025, Staff received TAC input on membership for two groups. Kittelson recommends a Stakeholder Advisory Committee (SAC) comprised of a wide array of community interests and a Complete Streets Task Force with participants to include public works, agency partners in planning and engineering, developers, economic development, ADA, etc.

## 5. FISCAL IMPACT:

The total amount of grant award is \$2,675,000. The federal portion is \$2,140,000. Match is provided by the City (\$261,000), Mountain Line (\$25,000), and County (\$10,000). Approximately \$238,750 of that match will be in-kind contributions. Approximately \$400,000 of the grant funds are programmed for MetroPlan staff salary and benefits. A 15% contingency will be held back within the total contract price. The Project Management Team will strive to preserve the contingency for value-added scope items such as grant applications.

## 6. ALTERNATIVES:

### Contract

1. **Recommended:** 1) Approve the Master Contract with Kittelson & Associates, Inc. for the Safe Streets Master Plan; and 2) Execute Task Order #1 in the amount of \$2,038,847 inclusive of a 15% contingency. Kittelson & Associates, Inc., was the highest-ranking firm and included a team with relevant experience. Further, the City of Flagstaff review team members support this action. With this motion, the Board grants the Executive Director authority to shift funds between subcomponents, and use the 15% contingency pool with approval from project partners as outlined in associated project IGAs
2. **Not recommended:** Do not approve the Master Contract nor Task Orders with Kittelson & Associates, Inc. for the Safe Streets Master Plan Project. The Board could provide staff with further direction.

## 7. ATTACHMENTS:

Safe Streets Master Plan Master Contract and Project task Order No.1



## MASTER CONTRACT FOR PROFESSIONAL SERVICES

**Contract No. 2026-03**

Select Contract Type:

- ☐ ADOT MPD With Goal (Exhibit C ADOT named as Additional Insured)
- ☐ ADOT MPD Without Goal (Exhibit D 25. & 26. Do Not Apply; Exhibit C ADOT Named as Additional Insured)
- ☐ FHWA Direct With Goal (Exhibit C ADOT is not named Additional Insured)
- ☒ FHWA Direct Without Goal (Parts of Exhibit D Do Not Apply; Exhibit C ADOT is not named Additional Insured)
- ☒ No Real Property (Exhibit D Appendices B through D Do Not Apply)

This Contract is entered into this 10<sup>th</sup> Day of November 2025 by and between the Flagstaff Metropolitan Planning Organization dba MetroPlan ("MetroPlan"), and Kittelson & Associates, Inc. ("Contractor" and/or "Consultant"). MetroPlan and Contractor may be referred to collectively herein as the "Parties" or individually as a "Party."

WHEREAS MetroPlan desires to receive and Contractor can provide professional services required by MetroPlan.

NOW THEREFORE, in consideration for the mutual promises contained herein, the Parties agree as follows:

### [CONTRACT DOCUMENTS](#)

The Contract between MetroPlan and Contractor for any project shall consist of the following Contract Documents:

- This Master Contract
- Scope of Work and Project Task Order attached as Exhibit A
- Standard Terms and Conditions attached as Exhibit B
- Insurance Requirements attached as Exhibit C
- Federal and State Compliance attached as Exhibit D
- Anti-Lobbying Certification attached as Exhibit E
- The Statement of Qualifications or Proposal submitted by Contractor dated July 16, 2025, attached as Exhibit F

1. Master Contract: This is a Master Contract providing the basis by which MetroPlan may issue, and Contractor may accept an authorization to perform Services for or in relation to a specific project. This Master Contract shall govern all contracts and other agreements between MetroPlan and Contractor, unless expressly excluded, in writing, in such contract or agreement.
  - a. Authorization by MetroPlan to perform Services and agreement by Contractor to perform specific Services shall be made by separate "Project Task Order," as set forth in the attached Exhibit A. The terms and conditions set forth herein, and attached hereto, including any and all Exhibits and properly adopted amendments or modifications hereto, are expressly agreed to by Contractor and shall be: applicable for any and all Services performed by Contractor for MetroPlan and shall be incorporated (whether specifically referenced or not) into every Project Task Order, change order, contract or agreement (whether written or oral) entered into between Contractor and MetroPlan. This Master Contract does not obligate or require MetroPlan to offer any Project Task Order to Contractor, and no contract in relation to any specific Services shall be entered into until a Project Task Order therefore has been fully executed by MetroPlan and Contractor.
  - b. Agreement to the terms set forth herein is a material and necessary precondition and inducement to MetroPlan entering into this Master Contract, and each Project Task Order, with Contractor.
2. Issuance of Project Task Orders: MetroPlan may, in its sole discretion, issue a Project Task Order in the form attached hereto as Exhibit A, to Contractor to perform the Services specified in the Project Task Order. Upon acceptance by the Contractor, each Project Task Order, together with this Master Contract, shall constitute the Contract for performance of the Services set forth in the Project Task Order.
3. Standard Terms and Conditions: MetroPlan Standard Terms and Conditions, attached hereto as Exhibit B, are hereby incorporated into this Contract by reference, except to the extent modified in Exhibit A.
4. Services: Contractor shall perform the Services required by, and in accordance with this Master Contract and as outlined in the applicable Project Task Order to the satisfaction of the Project Manager and in full compliance with Exhibit B Standard Terms and Conditions. In addition, Contractor shall provide all of the Services set forth in each specific Project Task Order and appropriate for the Project encompassed by the Project Task Order.
5. Deliverables:
  - a. Deliverables as part of the Services.

Contractor shall provide all the Deliverables required under the Project Task Order in the time specified, manner and format required by, and to the satisfaction of MetroPlan.
  - b. Contractor's Pre-Contract and Pre-Service Deliverables.
    - i. Contractor shall timely provide the Deliverables in accordance with the Master Contract.
    - ii. Contractor shall also timely provide to MetroPlan all the Deliverables necessary to fully complete all the Services under each Project Task Order.
    - iii. Additional items, if any, which Contractor must deliver to MetroPlan prior to

commencing the Services on a Project shall be set forth in the Project Task Order.

6. Contract Price: The Contract Price to be paid by MetroPlan to Contractor in exchange for the full, timely and acceptable performance of the Services under the Project Task Order shall be set in each Project Task Order and shall be subject to Exhibit B Standard Terms and Conditions.

#### METROPLAN RESPONSIBILITIES

7. MetroPlan Representative: The MetroPlan Representative is Kate Morley, Executive Director or his/her designee. All communications to MetroPlan shall be through the MetroPlan Representative. If other than the Executive Director, the MetroPlan Representative is responsible for bringing any request for a contract amendment or price adjustment to the attention of the Executive Director.
8. MetroPlan Cooperation: MetroPlan will cooperate with the Contractor by placing at its disposal all available information concerning MetroPlan, MetroPlan property, or the project as is reasonably necessary for Contractor's performance of this Contract.

#### CONTRACT TERM

9. Contract Term: The Contract term is for a period of 38-months unless terminated pursuant to the Standard Terms and Conditions. This Contract shall be effective as of the date signed by both Parties. Performance shall commence within ten (10) days from MetroPlan's issuance of the Notice to Proceed, and shall be completed on or before December 31, 2028, consistent with the Schedule of Services.
10. Renewal: This Contract may be renewed or extended for up to 12 months by mutual written consent of the Parties. The MetroPlan Executive Director or his designee shall have the authority to approve renewal on behalf of MetroPlan.

#### DATA AND RECORDS

11. MetroPlan Ownership of Document and Data: Any original documents prepared or collected by Contractor in performance of this Contract such as models, samples, reports, test plans, survey results, graphics, tables, charts, plans, maps, specifications, surveys, computations and other data shall be the property of MetroPlan ("MetroPlan's work product"), unless otherwise agreed by the Parties in writing. Contractor agrees that all materials prepared under this Contract are "works for hire" within the meaning of the copyright laws of the United States and hereby assigns to MetroPlan all rights and interests Contractor may have in the materials it prepares under this Contract, including any right to derivative use of the material.
12. Re-Use. MetroPlan may use MetroPlan's work product without further compensation to Contractor; provided, however, MetroPlan's reuse without written verification or adaption by Contractor for purposes other than contemplated herein is at MetroPlan's sole risk and without liability to Contractor. Contractor shall not engage in any conflict of interest nor appropriate any portion of MetroPlan's work product for the benefit of Contractor or any third parties without MetroPlan's prior written consent.
13. Delivery of Document and Data: Upon termination of this Contract in whole or part, or upon

expiration if not previously terminated, Contractor shall immediately deliver to MetroPlan copies all of MetroPlan's work product and any other documents and data accumulated by Contractor in performance of this Contract, whether complete or in process.

#### INSURANCE

14. Insurance: Contractor shall meet the insurance requirements of MetroPlan, set forth in Exhibit C.

#### MISCELLANEOUS

15. Notice: Any notice concerning this Contract shall be in writing and sent by certified mail and email as follows:

To MetroPlan:

MetroPlan  
Attn: Kate Morley  
216 W. Phoenix Avenue  
Flagstaff, AZ 86001  
[kate.morley@metroplanflg.org](mailto:kate.morley@metroplanflg.org)  
Phone: 928-266-1293

To:

Kittelsohn & Associates, Inc.  
Attn: Vamshi Yellisetty  
101 N. First Ave, Suite 1950  
Phoenix, AZ 85003  
[vyellisetty@kittelsohn.com](mailto:vyellisetty@kittelsohn.com)  
Phone: 480-561-6796

With a copy to:

Mangum Wall Stoops & Warden, PLLC  
Attn: Brandon J. Kavanagh  
112 N. Elden Street  
Flagstaff, AZ 86001  
[bkavanagh@mwsowlaw.com](mailto:bkavanagh@mwsowlaw.com)  
Phone: 928-779-6951

16. Authority. Each Party warrants that it has authority to enter this Contract and perform its obligations hereunder and that it has taken all actions necessary to enter into this Contract.

#### CONTRACTOR:

Signature: \_\_\_\_\_

Print name: Vamshi Yellisetty

Title: Senior Principal Planner

Date: \_\_\_\_\_

**FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION dba MetroPlan**

Signature: \_\_\_\_\_

Print name: Miranda Sweet

Title: Chair, Metroplan Executive Board

Date: \_\_\_\_\_

**APPROVED AS TO FORM:**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Mangum, Wall, Stoops & Warden, PLLC  
MetroPlan Legal Counsel

## EXHIBIT A | SCOPE OF WORK AND PROJECT TASK ORDER



### PROFESSIONAL PROJECT TASK ORDER

**Project Task Order No. 1**

**Contract No. 2026-03**

**THIS PROJECT TASK ORDER** is made and entered into on November 10, 2025, by and between MetroPlan and the Contractor designated below. This Project Task Order is entered into pursuant to and incorporates herein the terms and provisions of the Professional Contract No. 2026-03, dated November 10, 2025, between MetroPlan and Contractor. Upon full execution of this Project Task Order, the Project Task Order, together with the Project Task Order Contract (including all of the Contract Documents as defined therein), shall be the Contract between the Parties for the professional services specified herein ("Services").

MetroPlan and Contractor agree as follows:

MetroPlan  
216 W. Phoenix Avenue  
Flagstaff, AZ 86001  
Project Manager: David Wessel  
Telephone: 928-699-3053  
E-mail: David.wessel@metroplanflg.org

Contractor  
Kittelsohn & Associates, Inc  
101 N. First Ave, Suite 1950  
Phoenix, AZ 85003  
Professional Representative: Vamshi Yellisetty  
Telephone: 480-561-6796  
E-mail: vyellisetty@kittelsohn.com

**PROJECT DESCRIPTION:** This Project Task Order #1 is for the MetroPlan Safe Streets Master Plan.

The Project is scheduled to commence on November 10, 2025, and be completed no later than December 31, 2028.

**PROJECT SITE ADDRESS/LOCATION:** This Project Task Order # 1 is located in Flagstaff, Arizona.

**ESTIMATED PROJECT TASK ORDER PRICE (Time and Materials Not to Exceed): \$2,038,837**

1. **Fee:** The Project Order Task Fee is in the amount of \$2,038,837 inclusive of a 15% contingency to be paid in installments based upon monthly progress reports and detailed invoices submitted by Contractor in such form as approved by MetroPlan, to be paid subject to the following limitations:

**a. Documentation of Monthly Progress**

- i. Prior to approval of preliminary deliverables within any Component in Attachment 1, the billed amount shall not exceed 90% of the total Component amount.
- ii. Prior to proceeding with any Component listed in Attachment 1, Contractor will submit a memo to the Project Management Team reaffirming the Component scope and any mutually agreed to scope and subcomponent budget changes. Contractor may proceed upon receipt of authorization.
- iii. Prior to proceeding with any subcomponent listed in Attachment 1 Contractor will request and receive email authorization from a MetroPlan member of the Project Management Team, namely David Wessel or Mandia Gonzales.

**b. Reimbursable Costs:**

- i. The Project Task Order Task Fee includes a sub-limit for Reimbursable Costs in the amount of \$18,564 per Exhibit A, Attachment 1 and inclusive of \$2500 in print production to be paid based upon monthly progress reports and detailed invoices submitted by the Contractor in such form as approved by MetroPlan. Reimbursable costs for travel are at Federal General Services Administration (GSA) per diem rates and guidance for all travel, lodging, and incidentals.

**c. Other:**

- i. Subcontractor Mark Up will be paid in the following manner: NA.
- ii. Unique Insurance and/or Bond Requirements: NA.
- iii. Unique Compliance with Government Provisions: NA.

**SCOPE OF SERVICES, DELIVERABLES, AND PROJECT SCHEDULE/DURATION:**

Exhibit A, Attachment 1 – see page 9.

**UNIQUE INSURANCE AND/OR BOND REQUIREMENTS (IF ANY):**

Attachment 2. N/A

**PROJECT SPECIFIC CONDITIONS (IF ANY):**

Attachment 3. N/A

IN WITNESS, WHEREOF, the parties hereto have executed this Project Order through their duly authorized representatives and bind their respective entities as of the effective date.

**“MetroPlan”**

Signature: \_\_\_\_\_

Name: Kae Morley

Title: Executive Director

Date: \_\_\_\_\_

**“Contractor”**

Signature: \_\_\_\_\_

Name: Vamshi Yellisetty

Title: Senior Principal Planner

Date: \_\_\_\_\_

## **EXHIBIT A, ATTACHMENT 1 – SCOPE OF WORK AND PROJECT SCHEDULE**

### **PROJECT DESCRIPTION:**

MetroPlan, the City of Flagstaff, Mountain Line, and Coconino County (Partners) have partnered to procure a Transportation Master Plan (Plan) to provide clear direction for implementing the City and County Regional Plan (RP) and MetroPlan Regional Transportation Plan (RTP) policies. Of particular importance are policies pertaining to transportation, safety, housing affordability, climate, and accessibility. In recent years, the City declared a climate emergency and housing emergency. That clear direction will, in part, be established through the development of Complete Street Guidelines and transportation-related Code Revisions as part of this endeavor.

The Plan, including the components herein, will be recognized as a centralized and primary source for transportation decision making for City Streets and advisory for County and ADOT roads. Attaining that status will require important investment and broad commitment to resolving policy conflicts and tensions and achieving a unified vision across policy arenas. The Plan will equip local practitioners to effectively improve transportation safety and monitor progress in reducing fatal and serious injuries. It will include monitoring protocols for evaluation of safety performance at the system and project level. The Plan will enable readers to establish a clear understanding of how the Regional Plan transportation policies are to be implemented, what they are intended to achieve, and how they will look when they are complete. With its public process, legislative adoption, and supportive data and analysis the Plan will make the development review process more legally defensible, transparent, predictable, and efficient. It will decrease time periods dedicated to analysis and negotiation and make cost-sharing conclusions easier to reach. The Plan will assist in financial planning and budgeting and include a strong implementation component. The Plan will provide guidance to capital improvement program prioritization and identify near and long-range funding strategies for implementation of projects. It will provide interim or evolutionary solutions useful to achieve system continuity for various modes through phased investment over time. The Plan will address system maintenance costs and funding needs for maintenance and capital.

## SCOPE OF WORK AND PROJECT DELIVERABLES:

# MetroPlan Safe Streets Master Plan

## Scope of Work

### 1. Project Management

**Meetings & Deliverables:** Kick-off Meeting, Project Management Plan, Communication Plan, QA/QC Management Plan, Risk Register Template, One PMT Meeting, One ADOT Coordination Meeting, Data Management Plan and Tracker Tool, SharePoint or Similar Data Sharing Portal

**Project Management.** [RFP Task 2.1] Vamshi Yellisetty (CONSULTANT Project Manager) and Phyllis Davis (Planning Lead) will serve as the primary point-of-contacts for MetroPlan and the City of Flagstaff. The CONSULTANT's project management approach will include:

- **Project Management Plan (PMP).** The CONSULTANT will develop a detailed PMP that includes:
  - Updated scope, schedule, budget, staffing plan, and QA/QC procedures
  - **Project Schedule.** Milestones for deliverables, meetings, and engagement
  - **Roles & Responsibilities.** Defined roles across consultants and agency staff
  - **Meeting Documentation.** Process for tracking meetings, meeting summaries, and decisions
  - **Budget Tracking.** Protocols for budget management and invoicing
- **Communication Plan.** The Plan will outline how information will be shared across all team members, partners, and stakeholders. The Plan will include:
  - **Communication Protocols.** Establish communication frequency, format, other details for regular progress updates, needs, and next steps; and meetings with internal/external project meetings
  - **Monthly Reports.** Component-specific updates, completed deliverables, budget status, invoice summaries, and upcoming activities
  - **Document Management.** Version control and internal review protocols to ensure clarity and consistency
  - **Presentation Matrix.** Outline roles and schedules for key project presentations
- **QA/QC Management Plan.** [RFP Task 2.1] The CONSULTANT Project Manager will ensure that all submittals, including those from subconsultants, go through a comprehensive quality control review and compliance check. The QA/QC Plan will outline a strict three-tier QA/QC process that includes internal peer reviews and checks to ensure data accuracy. Appropriate technical staff will check data accuracy in Level 1 reviews; Phyllis Huegel will check for technical completeness and soundness of the analysis in Level 2 reviews; and Vamshi Yellisetty will check for contractual compliance in his Level 3 review.
- **Risk Register.** The CONSULTANT will maintain a Risk Register to proactively track potential risks, such as delays, coordination issues, and community concerns, along with likelihood, impact, mitigation actions, and responsible parties

**Project Kickoff Meeting.** After Notice-to-Proceed (NTP), a Project Kick-off Meeting will be held to set project expectations, confirm the scope, determine a data collection plan, discuss coordination, recommend techniques for stakeholder and public outreach, and finalize the schedule, budget, staffing plan, and QA/QC plan. The Scope of Work will be revised to include feedback received from the kick-off meeting and distributed to the PMT for final approval. The final Work Plan will include a refined study boundary, study roadways, detailed scope of work, schedule, and a staffing plan.

**Project Meetings.** To ensure regular coordination between groups, the CONSULTANT hold formal and informal meetings as follows:

- **Internal Team Meetings.** The CONSULTANT will hold bi-weekly internal team meetings (including subconsultants) to review Components and to address issues.
- **Project Management Team (PMT)** will include Dave Wessel, Mandia Gonzales, Chris Phair, Vamshi Yellisetty, Kate Morley, and Phyllis Huegel. The purpose of the PMT is to review project progress, provide technical guidance, and assist with coordination and outreach efforts. The PMT will meet bi-weekly for the project duration and will be a combination of virtual and in-person meetings. Vamshi Yellisetty will personally monitor work progress, schedule, and budget to confirm that the project is progressing and provide monthly progress reports to the PMT.
- **Project Oversight Committee (POC), an internal MetroPlan committee,** will be comprised of individuals identified by MetroPlan and the City. The role of the POC is to provide guidance to the local agency PMT members on matters of project management. Interaction with the CONSULTANT will be limited to conflict resolution support and processes.
- **Technical Working Group (TWG)** will include technical/management staff from City and MetroPlan departments, and other key partners. The TWG will meet at key points in the project as defined in the final project schedule. The TWG will provide input, oversight, and champion the goals and objectives of the study and support any conflict resolution related activities.
- **Conflict Resolution Strategy.** This entails an escalation process where conflicts are resolved at the lowest possible level and escalate to elected officials if necessary. The process will be defined by the City and MetroPlan during the kick-off meeting. The CONSULTANT will provide necessary factual support and facilitation to the point of resolution.

#### Arizona Department of Transportation (ADOT) Coordination Meetings and Conflict Resolution

**Strategy. [RFP Task 2.4]** Following the initial PMT kick-off meetings, the CONSULTANT will schedule the first coordination meeting with ADOT to discuss project details, clarify ADOT's needs and expectations, and establish preferred communication methods. The CONSULTANT team will then engage with ADOT at



regular intervals and key project milestones to provide updates on progress and outcomes, as well as to proactively address any issues or conflicts that may arise throughout the project. Graphic above illustrates the proposed engagement points with ADOT and the context for each meeting.

- **City Council/Committee Presentations.** The CONSULTANT will support MetroPlan with key presentations, including:
  - Quarterly presentations to the TWG and MetroPlan TAC
  - Biannual presentations to the MetroPlan Board and Flagstaff City Council
  - As-needed briefings to the Coconino County Board of Supervisors and Mountain Line Board
- **PAC, BAC, TC, and other Committees.** MetroPlan/City staff will make presentations to the Pedestrian Advisory Committee, Bicycle Advisory Committee, Transportation Committee, and other similar groups as needed.

**Data Management Plan and Tracker Tool.** The CONSULTANT will develop a data management plan that will serve as the database for preparing and disseminating a detailed list of data collection items to be requested. The Plan will be updated throughout the project to include new datasets collected.

**Shared Data Portal.** A shared data portal will be developed using a cloud-based platform, such as OneDrive or SharePoint, to facilitate data and information sharing between internal staff, the CONSULTANT, and external stakeholders throughout the project. The portal will centralize key project documents, progress reports, meeting materials, data collected, and marketing products.

**Change/Revisions Management.** The CONSULTANT understands that deliverables or reports developed in earlier Components may occasionally require revisions as later Components are advanced and additional deliverables are prepared. The CONSULTANT will perform minor revisions, as appropriate, to ensure consistency across deliverables. However, any substantial revisions that result from changes in project scope, Component direction, or approach - particularly those that differ from what was previously reviewed and agreed upon, will be considered out of scope and completed only upon written authorization at an additional cost. It is further assumed that the CONSULTANT will accommodate up to two rounds of revisions from City/MetroPlan for each deliverable.

## 2. Community Engagement [RFP Task 2.2]

**Meetings & Deliverables:** Public Participation Plan, Four Stakeholder Advisory Committee (SAC) Meetings, Up to Four Community Advisory Group (CAG) Meetings, Project Website, Surveys and Online Interactive Maps, Previous Engagement Summary Memo, Up to Six Public Meetings / Up to Eight Community Pop-Up Events, Six PMT Meetings, One TWG Meeting, Public Outreach Summary Memos for Phases 1, 2, and 3

The CONSULTANT anticipates community engagement occurring throughout the study, targeted at the following key phases:

- **Phase 1. Listen First** will focus on identifying issues, experiences, needs, and opportunities to be addressed in the TMP and Complete Streets Design Guidelines; ground truthing existing conditions; and discussions on the overall vision and goals.
  - **Phase 2. Co-Create the Path Forward** will gather feedback on draft recommendations, test policies, and explore trade-offs to better develop priorities.
  - **Phase 3. Present the Final Plan** will present the draft plan, key investments, and policies updates; and educate the public on how the Plans will be used.
- 2.1. Component 2 Project Management Activities. [RFP Task 2.1]** This Component will include bi-weekly PMT meetings, TWG meetings, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.

**2.2. Public Participation Plan (PPP) [RFP Task 2.2; 2.2.2].** Working with the PMT and TWG, the CONSULTANT will develop a PPP that outlines all public outreach activities, targeted audiences, outreach methods, coordination and joint opportunities with on-going projects in the region, timelines, roles, responsibilities, and expectations. The PPP will be created using the International Association for Public Participation (IAP2) spectrum "Involve" as a framework and provide direction for materials and venues to comply with the MetroPlan PPP and City of Flagstaff website accessibility guidelines. All PPP inputs will be compliant with ASRS Title 9 (Cities – Specific Plan) and City of Flagstaff Codes. All meeting materials will be created in compliance with Section 508 accessibility standards. Ultimately, the PPP will identify specific engagement strategies.

- **Project Website Development.** A project website (that may include FAQs, animation video explaining the planning process, online surveys, and other important project information) will be developed to allow the CONSULTANT and MetroPlan to disseminate project information quickly and easily. For each phase of outreach, the project website will be updated, as needed.
- **Stakeholder Advisory Committee (SAC).** The CONSULTANT will host stakeholder engagement meetings during key phases on the SSMP to gain an understanding of the multimodal needs, priorities, policies. The stakeholder group may include partners directly and indirectly involved in the planning process (i.e., state and federal agencies, Chamber of Commerce, Arizona Trucking Authority, Arizona Livability Alliance, etc.).
- **Community Advisory Group (CAG).** Working with the PMT, TWG, and SAC, the CONSULTANT will identify additional stakeholders to participate in specific focus groups during key phases of the planning process. This CAG may include community organizations, local businesses and special interest groups.
- **Online Engagement:** The CONSULTANT will use a variety of community engagement efforts, including online mapping, and surveys. The tools will be developed and updated for each phase of the engagement process.
- **Community Pop-Up Events or Open Houses.** Pending results of the Public Participation Plan, the CONSULTANT will host up to two Open House meetings (virtual or in person) and/or two pop-up events for each outreach phase to provide an opportunity for the public to participate in the Plan.
- **Post Engagement Summary Report.** After each phase of engagement, a detailed summary report of findings will be developed.

**2.3. Previous Engagement Summary [RFP Task 2.2.1].** The CONSULTANT will prepare a summary report of public participation results from the most recently adopted Comprehensive Plan, Regional Transportation Plan, Active Transportation Master Plan, 5-Year Transit Plan, and Vulnerable Road Users Safety Action Plan. This report will serve as a starting point for public participation input.

**2.4. Phase 1 Community Engagement [RFP Task 2.2].** This phase will support Component 3, Visioning, and focus on presenting preliminary TMP state-of-the-system findings, identifying additional issues, needs, and opportunities, and gathering input on the overall TMP vision as well as the Complete Streets vision, goals, and objectives. The CONSULTANT will lead Phase 1 stakeholder and community engagement by developing materials, facilitating outreach, supporting MetroPlan and the City in sharing information, and preparing a summary of feedback received. Engagement activities may include up to two Stakeholder Advisory Committee (SAC) meetings, up to two Community Advisory Group (CAG) meetings, creation of a project website, an online survey, an interactive online map, and up to three community pop-up events or up to two in-person public meetings.

**2.5. Phase 2 Community Engagement [RFP Task 2.2].** This phase will support Component 4, Transportation Master Plan, and Component 5, Complete Street Guidelines, and focus on testing ideas and refining priorities through collaborative discussions on potential Complete Streets and other policies; draft transportation improvement concepts; trade-offs between transportation modes, facility types, levels of

quality; and building consensus on prioritization strategies and performance metrics. The CONSULTANT will lead Phase 2 stakeholder and community engagement by developing materials, facilitating outreach, supporting MetroPlan and the City in sharing information, and preparing a summary of feedback received. Engagement activities may include up to two SAC meetings, up to two CAG meetings, updates to the project website, an online survey if needed, an interactive map if needed, and up to three community pop-up events or up to two in-person public meetings.

- 2.6. Phase 3 Community Engagement [RFP Task 2.2].** This phase supports Component 6, Policy, Standards, Code and Practices Revisions, Component 7, Dashboard and Interactive Map, and Taks 8 Implementation Plan. The CONSULTANT will lead Phase 3 stakeholder and community engagement by developing materials, facilitating outreach, supporting MetroPlan and the City in sharing information, and preparing a summary of feedback received. This phase will focus on building support for draft Transportation Master Plan (TMP) recommendations, finalizing Complete Streets guidelines and providing related education, and seeking feedback on implementation by sharing key investments, policy updates, and design tools that demonstrate how the Plans will be applied. Engagement activities may include updates to the project website, an online survey if needed, an interactive map if needed, and up to two community pop-up events or up to two public meetings.

### **3. Foundations for Adoption & Alignment. [RFP Tasks 1; 2.3; 2.4; 3.1].**

**Meetings & Deliverables:** Seven PMT Meetings, Three TWG Meetings, One ADOT Coordination Meeting, Policies/Plans/Studies Review Summary Memo, Policy-Design Inconsistencies Audit Memo, Temporary Design Standards Guidance, Work Breakdown Structure / Roadmap, Project Charter, Two Visioning Workshops, Visioning Memo

- 3.1. Component 3. Project Management Activities. [RFP Task 2.1]** This Component will include bi-weekly PMT meetings, TWG meetings, ADOT coordination meeting, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.
- 3.2. Policies, Plans, Practices and Studies Review. [RFP Task 1]** The CONSULTANT will identify and summarize pertinent findings, recommendations, goals and objectives from relevant local/regional planning documents/studies/plans, design standards, maintenance practice procedures, and policy documents from supporting cities and regional partners that may have an influence on the SSMP. This will include the documentation of the plans in which projects specified in Component 4.7 are identified, additions to that list, and identification of those for which preliminary engineering and/or funding have been made available (i.e., resolved). Inconsistencies between new complete streets guidelines, TMP, TIA, and any new guidance/policies will be addressed Component 6.
- 3.3. Interagency Alignment Meetings. [RFP Task 2.4]** The CONSULTANT will hold focused meetings with MetroPlan, the City of Flagstaff, ADOT, Coconino County, Mountain Line, and others to:
- Deepen shared understanding of the SSMP's scope and goals
  - Discuss each agency's needs, expectations, and constraints
  - Identify critical issues, opportunities, and coordination points
  - Begin defining the roadmap for action and adoption
  - Discuss coordination and project development on ADOT maintained facilities
- 3.4. Policy-Design-Practices Inconsistencies Audit. [RFP Task 3.1]** The CONSULTANT will identify misalignments between design standards, design speeds, policies, and built conditions by asking questions like:
- Where do current standards enable unsafe designs?

- Do designs reflect land use and community priorities?
- How do gaps in active and transit networks affect equity and safety?
- Are vehicles unintentionally prioritized over people?
- Are standards outdated or inconsistent across departments?
- Are there on-going projects that do not have standards in place?
- Where are policies missing to support operations and maintenance practices necessary to achieve other policy objectives?
- Where are operations and maintenance practices insufficient to support policy?
- Are transportation demand management policies clear and what strategies and resources are currently in place to support them?

Findings will be summarized in a brief white paper to inform street types, design standards, and safety strategies in the Complete Streets Guidelines; and transportation improvement options in the TMP.

**3.5. Standards Development for Gaps. [RFP Task 5.3]** The City currently lacks design guidelines for facility types such as roundabouts, modal connectivity, protected intersections, and other innovative facilities. Based on the findings from Component 3.4, Component 4.4, and feedback from the PMT and TWG, the CONSULTANT will identify gaps in the existing design standards for upcoming near-term projects. The CONSULTANT will then develop temporary design standards for up to five facility types, with the understanding that subsequent Components may refine and enhance this initial guidance.

**3.6. Roadmap & Charter Development. [RFP Task 2.3; 2.4]** Building on the workshop, the CONSULTANT will create a step-by-step framework that functions as both a Work Breakdown Structure (WBS) and an Adoption Strategy, helping all partners stay organized and on track. This roadmap will:

- **Clarify Roles and Responsibilities.** Define Component-level roles, responsibilities, deliverables, and decision points across consultant and agency teams to ensure accountability at every step.
- **Outline Timeline and Major Deliverables.** Define Component-level roles, deliverables, and decision points across consultants and agencies aligned with MetroPlan Board and local council cycles.
- **Map the Formal Adoption Process.** Clearly identify the critical path of actions required for formal adoption - starting with preliminary reviews and culminating in formal action by the MetroPlan TAC, TWG, MetroPlan Board, Flagstaff City Council, and other key bodies. This ensures the plan moves efficiently through all necessary channels for approval.
- **Coordinate Across Agencies and Plans.** Establish interagency coordination loops and regular check-ins to maintain alignment. The CONSULTANT will also map how this plan connects to and complies with the Flagstaff Regional Plan, MetroPlan RTP, Active Transportation Master Plan, Safety Action Plan, and other ongoing efforts including recommended update cycles.
- **Embed Legal and Policy Readiness.** From the beginning, The CONSULTANT will work within the legal and procedural frameworks - state statutes (ARS), the City Charter, and federal requirements (USC/CFR) - to make sure the final plan is set up for formal adoption without surprises or delays.
- **Track Progress and Maintain Momentum.** Define success indicators, interim approvals, and coordination loops to keep the project moving forward and document progress toward instituting a FHWA-based safe systems approach.
- **ADOT Highway Coordination Strategy.** Working with ADOT, the PMT, and TWG, the CONSULTANT will develop an approach to coordinating with ADOT during the planning process.
- **Project Charter.** Establish a project charter that outlines shared goals and guiding principles for the SSMP; roles and responsibilities across consultants and agency partners; governance and decision-

making structure to guide collaboration and approvals; and commitment to an inclusive, transparent, and collaborative planning process.

**3.7. Vision, Goals, and Objectives.** [RFP Task 3.2; 4.1] The CONSULTANT will lead a visioning process to define the SSMP's long-term direction, align with the Regional Plan 2045, and reflect community and partner priorities.

- **Visioning Exercise.** Facilitate workshops to develop a shared, inclusive vision for transportation safety, connectivity, and multimodal access.
- **Draft Goals and Policies.** Translate the vision into draft goals and policies addressing safety, equity, climate resilience, sustainability, transportation demand management, and connectivity, refined through agency and public input.
- **Performance Metrics.** Establish measurable indicators - such as safety outcomes, connectivity, accessibility, equity, emissions, and operational efficiency - to track progress and guide future evaluation.

Deliverables, reports, and recommendations developed in subsequent Components will be periodically reviewed against the established vision, goals, and objectives to confirm alignment.

## **4. Transportation Master Plan Development [RFP Task 4]**

**Meetings & Deliverables:** Ten PMT Meetings, Three TWG Meetings, One ADOT Coordination Meeting, State-of-the-System Assessment Memo, Updated Travel Demand Model, Gaps and Needs Summary Memo, Phased Improvement Plan Memo, ITS Plan and Emerging Technologies Playbook, Draft & Final MetroPlan RTP, Draft & Final Flagstaff TMP

[RFP Task 4.1] The Transportation Master Plan (TMP) will establish a data-driven, implementable strategy to improve safety, mobility, and access across all modes, while complying with State (ARS Title 9) and City requirements for a Specific Plan. Closely coordinated with MetroPlan's RTP, Safety Action Plan, ATMP, Mountain Line planning, and the Complete Streets Guidelines, the TMP will unify regional efforts, reduce duplication, and provide a fiscally realistic path forward.

- 4.1. Component 4 Project Management Activities.** [RFP Task 2.1] This Component will include bi-weekly PMT meetings, TWG meetings, ADOT coordination meetings, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.
- 4.2. Multimodal Data Collection and Inventory.** [RFP Task 4.4] At the onset of the study, the CONSULTANT will coordinate with the PMT and TWG to obtain all readily available data and prepare a comprehensive list of data needs and potential sources for the study. For all data acquired and developed, the CONSULTANT will run QA/QC checks to determine accuracy. As needed, the CONSULTANT will conduct field reviews and aerial imagery assessments to verify on-the-ground conditions.
- 4.3. Community Profile.** The CONSULTANT will inventory land use, employment hubs, and demographics using ACS, Replica, and other sources - capturing the social, economic, and health conditions that influence travel across Flagstaff and greater Coconino County.
- 4.4. State of the System Assessment.** [RFP Task 4.4] A layered analysis will evaluate existing conditions and identify gaps and opportunities across all modes and help answer some critical questions. Assessment will include roadway conditions, safety trends, congestion bottlenecks, rail crossing conflicts, incomplete pedestrian/bike facilities, transit coverage gaps, freight challenges, seasonal constraints, and emerging technology readiness. Findings will be summarized in a System Assessment & Multimodal Gaps Memo.

**4.5. Travel Demand Model Update.** [RFP Task 4.10] MetroPlan's Regional Travel Demand Model is a vital tool for policy-making and planning, both regionally and within the City. It supports long-term transportation planning and decision-making by enabling the testing of land use and network alternatives, evaluating transit service impacts, and assessing the effects of major development proposals. The CONSULTANT will review the 2023 MetroPlan model and update it to a calibrated 2024 base year condition, or 2025 if relevant data is available, for use in the master planning effort. The model update will incorporate the latest travel survey data, traffic counts, and the land use vision from the Regional Plans. Before initiating this update, the CONSULTANT will convene a discussion with MetroPlan staff, City staff, and the consultant team's modelers to clarify the model's role and applications. Topics may include:

- Assessing whether there is overreliance on the model, when qualitative measures from plan/policy review and visioning may be equally or more valuable
- Reviewing modeling best practices
- Evaluating ongoing and previously proposed model enhancements and features necessary for future applications indicated by the range of deliverables in this project
- Evaluation of Transportation Demand Management strategies within the model environment
- Conducting a cursory review of the current TIA and the TIA update framework proposed in Component 6.3 to identify potential model updates

The travel demand model is expected to be used to identify and evaluate capacity needs, test transit service options, and assess transportation demand management (TDM) strategies where applicable. For evaluating pedestrian, bicycle, freight, safety, and other modal needs, additional tools and methods will be employed, such as Level of Traffic Stress (LTS), Pedestrian and Bicycle Level of Service (LOS), Multimodal LOS (MMLOS), predictive safety modeling, vulnerable road user (VRU) assessments, and near-miss analysis, etc.

**4.6. Scenario Planning.** [RFP Task 4.5] Develop and test future growth and investment scenarios informed by community values, land use assumptions, and regional priorities. This Component will include:

- **Future Developments Workshop.** Facilitate a workshop with city/county planning and economic development staff to validate growth assumptions, identify significant developments, and inform model inputs.
- **Forecast Traffic Volumes & No-Build Traffic Analysis.** Utilize the updated MetroPlan Regional Travel Demand Model to forecast traffic volumes for short-, mid-, and long-term horizons assuming no new improvements (no-build scenario). Conduct HCM-based LOS analysis to identify deficiencies and support alternatives evaluation.
- **Scenario Planning Workshops.** Facilitate interactive scenario workshops to evaluate how the Regional Plan's land use, growth patterns, and policies influence future travel behavior and infrastructure requirements. Present the findings to the TWG and community development staff, highlighting the impacts on the transportation network. Conduct up to three alternative land use and/or transportation scenarios to explore different possibilities, if needed.
- **Impact of Future Technologies and Societal Trends Analysis.** [RFP Task 4.5.6] Evaluate how trends such as electric and automated vehicles, shared mobility, e-commerce, and remote work will influence infrastructure demand and system needs.
- **SWOC Analysis – Regionwide and Subarea.** [RFP Task 4.5; 4.5.5] Summarize key Strengths, Weaknesses, Opportunities, and Challenges to inform the development of tiered modal networks and system alternatives. This includes determining roads eligibility for traffic calming and corridors where parking may be recommended for removal.

- **Gaps and Needs Summary.** Identify and map critical system gaps and unmet needs based on analysis of current performance and future scenarios. This includes modal infrastructure gaps, underserved areas, and policy/program limitations.

**4.7. Improvement Evaluation and Preliminary Prioritization.** [RFP Task 4.3; 4.5] The CONSULTANT team will translate gaps and needs into a refined list of multimodal strategies and projects, evaluated using clear and transparent criteria.

- **Project Universe Identification.** [RFP Task 4.6] Compile a location-specific “universe” of potential improvements across all modes and geographies, drawing from past plans, stakeholder input, technical analysis, and public engagement.
- **Evaluation and Project Prioritization Framework.** Develop a tailored evaluation framework incorporating safety, equity, climate resilience, access, and readiness. This will include both qualitative and quantitative measures aligned with funding eligibility.
- **System Alternatives Analysis.** The system alternatives analysis will consider a full range of elements to ensure comprehensive evaluation across all modes and system components. This will include layered network planning, with modal system density informed by the Design Guidelines; evaluation of the highway, road, and street network; and the development of active transportation and micromobility systems. Transit system needs will be examined, including stop locations and transfer points, alongside freight needs and designated truck routes. Preferred intersection design concepts will be identified for major intersections in the City, with regular checks against emergency service access requirements and code compliance to ensure safety and response readiness.

The analysis will also incorporate a preemptive traffic calming program to determine which roads are eligible or ineligible for calming treatments, as well as concept layouts for major intersections based on criteria and available right-of-way. A policy framework will be developed for intersection control evaluations, such as roundabout versus signal, to provide consistency in decision-making. Finally, parking will be addressed in cases where removal is recommended to accommodate another mode, where circulation contributes to congestion, safety, or emissions issues, or where a compelling economic driver exists, such as tour bus operations or delivery needs.

- **Projects List by Mode and Location.** Organize recommended projects into multimodal categories (roadway, transit, active transportation, freight, ITS, etc.) and associate each with planning-level cost ranges, phasing, and relevant design guidance.
- **Examination/Documentation of Study Areas.** The Master Plan will evaluate several major planning efforts identified in the Regional Plan, the MetroPlan Regional Transportation Plan, and other adopted planning documents. These efforts will be reviewed in the context of new system plan alternatives, with their status clearly documented within the final recommendations. This Component also provides an opportunity to reference previously conducted planning efforts in a single, streamlined location for clarity and consistency. Projects to be documented include, but are not limited to:
  - Babbitt/Switzer/John Wesley Powell
  - Lone Tree Traffic Interchange
  - Lone Tree Corridor Plan
  - Woody Mountain Traffic Interchange
  - Milton and US 180 Corridor Master Plans
  - Metz Walk-Plaza Way Connection
  - Clay Wash-La Plaza Vieja Extension

- I-40/I-17 Southwest Quadrant Road Network
- Route 66/NAU Entrance
- Ponderosa Parkway to McMillan Mesa
- John Wesley Powell Alignments
- US 89 Bypass (documentation of recent decisions)
- McConnell Drive roundabout
- **Performance Measures by Mode.** Define outcome-based performance measures for each mode and apply them to test project and plan performance against adopted goals and objectives. These may include devices such as user satisfaction surveys, trip diary surveys, and field observations.

**4.8. Phased Improvement Plan.** This Component will define how the plan will be implemented over time, including short-, mid-, and long-range actions, cost implications, and responsibilities across agencies and partners. Component 6 will inform the final Phased Improvement Plan.

- **Project Phasing.** Building on Component 4.7, a phased improvement plan will be developed that groups projects into short-, mid-, and long-term phases.
- **ITS/TSMO/Emerging Technologies Playbook.** [RFP Task 4.5.6; 4.5.7] The Master Plan will include strategies and investments to support future-ready operations, with a focus on intelligent transportation systems (ITS), transportation systems management and operations (TSMO), and emerging technologies with demonstrated benefits to multimodal mobility and safety. A key component will be a plan for future ITS infrastructure, including the fiber optic networks required to support it, in order to inform construction and development projects across the City and region. The ITS plan will be coordinated with the Statewide ITS Architecture to ensure consistency and interoperability.

The Playbook will also address the future accommodation of automated and connected vehicles (AV/CV), including their implications for roadway design, traffic operations, and safety. It will provide recommendations for adaptive versus responsive traffic signal operations for both ADOT and City traffic signals, helping to modernize system management. In addition, the Playbook will evaluate the potential establishment of a City Traffic Operations Center (TOC), outlining costs, benefits, advantages, and disadvantages. Finally, it will identify strategies for ITS and TOC interoperability and communications with ADOT systems, ensuring regional connectivity and coordinated operations

- **Implementation Playbook.** Define agency and developer responsibilities by area type and corridor classification. Include policy/code linkages, funding triggers, and coordination procedures for capital and development review processes.
- **CIP Integration.** [RFP Task 4.7] The Master Plan will support Partners in prioritizing projects within their respective Capital Improvement Plans (CIP) for the next 15 years. This support will include providing ready access to relevant performance criteria and the underlying data to justify and inform those criteria. A hypothetical CIP will be developed to illustrate how projects might be sequenced, but ultimate CIP priorities and processes will be determined by the respective Partners outside of the Plan.

Infrastructure elements and performance measures to be considered may include, but are not limited to, roads (including pedestrian and bicycle infrastructure), intersections, trails, and bus stops.

Performance criteria will be tied to the vision, goals, objectives established in Component 3.7.

Elements from Component 4 and Component 8 will be combined to prepare draft and final reports for both the **City of Flagstaff Transportation Master Plan** and the **MetroPlan Regional Transportation Plan**.

## 5. Complete Streets Guidelines [RFP Task 3]

**Meetings & Deliverables:** Ten PMT Meetings, Three TWG Meetings, Ten Complete Streets Task Force Meetings, Three ADOT Coordination Meetings, Complete Streets Policy Memo, Complete Networks, Draft & Final Complete Streets Guidelines and Toolbox

- 5.1. Component 5 Project Management Activities.** [RFP Task 2.1] This Component will include bi-weekly PMT meetings, TWG meetings, ADOT coordination meetings, Complete Streets Task Force meetings, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.
- 5.2. Complete Streets Task Force.** The CONSULTANT will coordinate with the PMT to identify technical internal City and agency department members and key external partners (such as major developers) to participate in key meetings to develop the Complete Streets Guidelines and Policies. The Task Force will meet bi-monthly during this Component.
- **Kick-off Meeting.** The CONSULTANT will lead a collaborative visioning workshop with the Complete Streets Task Force to develop a shared “wish list” of desired products, tools, and outputs for the Complete Streets Design Guidelines. This session will ensure that final deliverables reflect the diverse needs of City departments, projects, and users.
    - Gather feedback on informal design practices, existing challenges, and desired guidance.
    - Define key street zones and related design elements (i.e., travel lanes, curbside uses, medians).
    - Identify priority topics such as curb management, speed management, quick-build strategies, and green stormwater infrastructure.
- 5.3. Complete Streets Policy Development.** Using the insights from Component 3, the CONSULTANT will develop a Complete Streets Policy framework that will serve as the foundation for design guidance, implementation tools, and regulatory updates. The CONSULTANT will coordinate closely with the Task Force, PMT, and SAC to advance the policy toward adoption.
- 5.4. Typology Framework.** The CONSULTANT will develop a flexible, performance-based typology framework that includes:
- **Street Context Types.** [RFP Task 3.4] Organize typologies by real-world settings (i.e., Downtown, Suburban, University) with tailored guidance for modal priorities and right-of-way allocation.
  - **Street Function.** [RFP Task 3.4] Align with functional classifications to ensure operational roles support surrounding land use and mobility needs.
- 5.5. Layered and Complete Networks.** [RFP Task 3.4, 4.5.1] Define primary and secondary modal networks (walk, bike, transit, auto, freight, micromobility) to ensure a connected system that supports all users. Modal priorities will be defined using a data-driven approach based on a clear set of evaluation criteria. For transit, the Guidelines will emphasize long-term network development, while incorporating Mountain Line’s short-term network recommendations directly to ensure consistency with current planning efforts. An online tool will allow stakeholders to explore and comment on the proposed modal networks and classifications, with updates made based on feedback.
- 5.6. Design Guidelines and Toolbox.** [RFP Task 3.3, 4.5] This Component translates the typology framework into clear, actionable guidance for staff, consultants, and developers. The result will be a comprehensive, user-friendly manual covering street segments, intersections, and key design elements based on the Flagstaff Regional Plan and zoning requirements as the policy and regulatory basis as the starting point. The Guidelines will also incorporate input from emergency services - including police, fire, and emergency management, to ensure that designs maintain safety, accessibility, and operational efficiency for first responders. The process includes:

- **Annotated Table of Contents and Sample Chapter Layout.** A detailed outline (3–5 pages per chapter) will storyboard the Guide’s structure, with a 5-page sample chapter to illustrate formatting, visuals, and layout for PMT feedback.
- **Focused Design Briefs.** As needed, short white papers will be developed on complex topics (i.e., protected intersections, signal warrants, shared streets).
- **Drafts and Iteration.** [RFP Task 3.3; 3.5; 3.6; 3.7;3.8; 4.5.3] The Guide will move through Working Drafts 1 and 2, with refinements based on input from staff, stakeholders, the public, and emergency service providers. The Design Guidelines will provide best practice guidance and minimum standards for pedestrian, bicycle, and transit facility enhancements and will include, at minimum:
  - **Detailed Graphics and Cross Sections.** [RFP Task 3.3] Provide dimensioned cross-sections and context-sensitive illustrations to serve as the primary basis for decision-making for transportation facilities.
  - **Street Design Guidance by Context Type.** [RFP Task 3.6; 3.8] Tailored recommendations for each typology, including curbside uses, medians, midblock crossings, access management, on-street parking, and provisions for micromobility guidance and facilities such as e-bikes, scooters, parking, and shared-use paths. The Component will also include connectivity expectations through minimum and desired connectivity standards and strategies to improve connectivity, with consideration for emergency access routes and response times.  
 The Guidelines will provide best practice guidance and establish minimum standards for incorporating pedestrian, bicycle, and transit facility enhancements, with a particular focus on improving safety for vulnerable users.  
 For pedestrian and bicycle facilities, enhancements may include the use of green paint to highlight conflict zones, leading pedestrian intervals to provide a head start at crossings, and bike-specific signals to improve visibility and priority for cyclists. Crosswalk treatments will be emphasized and include policy guidance on which treatments to use under various volume, speed, facility and demand conditions, including mid-block crossings, pedestrian refuges, signals, and beacons to improve safety and accessibility. Additional improvements may consist of accessibility upgrades for people with disabilities and traffic calming features that slow vehicle speeds and create safer environments for all users.  
 For transit facilities, the Guidelines will address the appropriate application, design and placement of bus pullouts, bus stops, and associated amenities under different contexts. These enhancements are intended to improve rider comfort, efficiency, and access to transit services while supporting seamless integration into the broader multimodal network.
  - **Intersection Design Recommendations.** [RFP Task 3.7; 3.8; 4.5.3] The Guidelines will establish modular and scalable, context-sensitive intersection design templates that can be applied citywide, rather than developing designs for individual locations. These templates will provide flexible strategies for all intersection types - from basic pedestrian crossings to complex multilane configurations, allowing treatments to be mixed, matched, and adapted to fit different contexts. The focus will be on creating a set of building blocks that address crash patterns, turn lane warrants, signal timing, visibility, multimodal separation, and the integration of transit operations and facilities while maintaining emergency vehicle maneuverability and reliability of emergency access. By relying on adaptable templates instead of site-specific designs, the City will have a practical toolbox it can apply consistently as needs arise across the network.
  - **Safety Integration.** [RFP Task 3.7; 3.8] Tailored recommendations for each typology, including curbside uses, medians, midblock crossings, and access management. Recommend scalable and alternative intersection designs informed by crash analysis, functional classification, land use context, multimodal activity, and fiscal/spatial constraints.

- o **Sustainability, Placemaking, and Universal Design.** Incorporates green infrastructure, placemaking elements, and universal design checklists to support comfort, identity, and inclusive access.
  - o **Quality and Operational Efficiency Metrics.** [RFP Task 3.5] Define context-sensitive measures and targets to evaluate infrastructure quality and operational performance across modes.
- **Implementation.** [RFP Task 3.9] This Component will deliver a clear, user friendly set of Complete Streets guidelines shaped by local input and practical needs. While focused on developing the framework and tools, full implementation strategies - including adoption, project review, quick build methods, staff training, and performance tracking - are outlined separately.

## 6. Policy, Standards, and Code Revisions [RFP Task 5]

**Meetings & Deliverables:** Eight PMT Meetings, Two TWG Meetings, One ADOT Coordination Meeting, City of Flagstaff - Regional Plan Policy Amendment Language; Engineering Standards Amendment Language; Zoning Code Amendment Language; Subdivision Standards Amendment Language; Updated Transportation Impact Analysis Document; Impact to Development Cost Assessment Memo; Recommended Amendments to County Ordinances and Codes Memo

**6.1. Component 6 Project Management Activities.** [RFP Task 2.1] This Component will include bi-weekly PMT meetings, TWG meetings, ADOT coordination meeting, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.

**6.2. Update Policy, Codes, Standards, and Practices.** [RFP Task 5.1; 5.2] The CONSULTANT will build on findings from the City's Code Analysis Project and Policy-Design Inconsistencies Audit to identify where revisions or new standards are needed to support the TMP and Complete Streets Guidelines. Our process includes:

- Cross-referencing zoning, engineering, fire code, and subdivision regulations
- Flagging missing or outdated standards (i.e. protected intersections, traffic calming)
- Categorizing updates by effort (minor revisions vs. major rewrites)

The engineering standards review will cover cross sections, on-street parking applicability, turning lanes, median widths, lane widths, bike lanes, traffic calming features, and access management practices. In parallel, the internal process review will evaluate the use of green paint, leading pedestrian intervals, bike signals, crosswalk design, two-stage left turn boxes, actuated pedestrian crossings, detection technologies, push buttons with feedback and audible pedestrian signals (APS), and traffic calming best practices. The objective will be to identify where standards or processes require adjustment to align with national best practices and the safety, access, and mobility goals of the Plans. Documents likely to require updates include:

- City Engineering Standards – cross sections, intersection types, multimodal safety features
- Zoning Code – street typologies, access, land use integration
- Subdivision Ordinance – connectivity, multimodal design, access management
- Regional Plan – alignment with SSMP goals and transportation policies
- Development Review Procedures – street widths, turning radii, emergency access
- County Ordinances – aligned updates to ensure regional consistency

The CONSULTANT will work closely with City staff and stakeholders across departments to coordinate interdependent revisions, ensuring consistency across documents and buy-in from implementers. Where

conflicts exist between policies and engineering practices, the CONSULTANT will flag them for resolution and propose compromise strategies that support both safety and operational needs.

**6.3. Modernizing the Traffic Impact Analysis Process. [RFP Task 5.4]** The CONSULTANT will lead work sessions with City departments (Engineering, Planning, Public Works) and key stakeholders to identify challenges and opportunities. Revised TIA manuals, forms, and checklists will be developed for City review. Key updates will include:

- Requiring multimodal analysis and mitigation, not just vehicle LOS
- Integrating the Regional Travel Demand Model into traffic impact reviews
- Defining proportional developer contributions and allowable offsets (e.g., TDM programs)
- Clarifying roles and expectations between the City and developers

**VMT** . As part of this modernization effort, the CONSULTANT will identify options for integrating VMT analysis into the TIA process. This will include reviewing peer agency practices, evaluating appropriate methodologies and thresholds, and recommending how VMT can be applied alongside or in place of traditional LOS metrics. The goal is to align project review with the City's Climate Action goals while providing developers and staff with clear, consistent procedures for calculating, reporting, and mitigating VMT.

**Model Enhancements (Optional).** The CONSULTANT will work with MetroPlan and City staff to determine model enhancements or create a more simplified version of the model, if needed to address any specific data needs required from the travel demand model, including training. Scope and fee for this Component will be determined at a later time.

**6.4. Policy Cost Analysis. [RFP Task 5.5]** Before implementation, the CONSULTANT will conduct a high-level policy cost analysis to evaluate the impacts - both fiscal and organizational - of proposed changes. This includes:

- Estimating infrastructure and maintenance costs from new standards (e.g., narrower lanes, protected intersections, enhanced crossings, etc)
- Assessing long-term impacts to City staffing and development feasibility
- Identifying whether policy combinations produce collaborative or conflicting outcomes

## **7. Dashboard and Interactive Online Map [RFP Task 6]**

**Meetings & Deliverables:** Seven PMT Meetings, Two TWG Meetings, "Better Streets, Better Flagstaff" Online Portal

**7.1. Component 7 Project Management Activities. [RFP Task 2.1]** This Component will include bi-weekly PMT meetings, TWG meetings, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.

**7.2. Better Streets, Better Flagstaff Data Dashboard. [RFP Task 6]** To support implementation of the SSMP, the KAI Team will develop a user-friendly web-based platform titled "**Better Streets, Better Flagstaff.**" Built using ESRI's Experience Builder Dev Edition, this one-stop portal will serve City staff, agency partners, developers, and the public with access to tools and resources, including:

- The Interactive Design Guidance Map Tool
- Complete Streets Guidelines
- Transportation Master Plan
- TIA Guidelines

- A Performance Monitoring Dashboard
- Key Policies and City Codes
- A searchable Resource Library of planning and design documents

**7.3. Interactive Design Guidance Map Tool.** [RFP Task 6.1; 6.2; 6.3] More than just a static map viewer, this tool provides location-specific design guidance that is directly linked to the Complete Streets Guidelines. Planners and engineers can click on any street segment and instantly access:

- Street classification and design typology
- Built environment context and modal priorities
- Recommended cross sections or design elements
- Direct links to the applicable Complete Streets Typology Sheet
- Supporting visuals, policy references, and relevant code citations

**7.4. Performance Monitoring Dashboard.** To support data-driven implementation of the SSMP, the portal will feature a flexible performance dashboard that tracks key outcomes over time. In collaboration with MetroPlan, the CONSULTANT will define a set of performance metrics that include both safety and Complete Streets implementation indicators. The dashboard will help MetroPlan and the City track implementation progress.

**7.5. Resource Library.** [RFP Task 6.4] The Resource Library will serve as a curated, well-organized digital archive of the City's planning and design materials. Users can quickly locate current and legacy plans, design guidelines and standard details, policy documents and memos, etc.

## 8. Implementation Plan [RFP Task 7]

**Meetings & Deliverables:** Five PMT Meetings, One TWG Meetings, One ADOT Coordination Meeting, Financial and Funding Plan Memo, Capital/Operations/Maintenance Plan, ADA Transition Plan Framework Memo, TDM Strategies Memo, Grant Support – Six HSIP Grant Applications or Similar Grant Application Assistance

The Implementation Plan will include a roadmap for how MetroPlan, Flagstaff, Mountain Line, and Coconino County can move from planning to implementation to build safer streets, maintain them sustainably, and fund them smartly.

**8.1. Component 8 Project Management Activities.** [RFP Task 2.1] This Component will include bi-weekly PMT meetings, TWG meetings, ADOT coordination meeting, quarterly presentations to the City Council, MetroPlan TAC, and the MetroPlan Board, as well as internal team meetings as needed. The CONSULTANT will provide monthly invoicing and progress reports.

**8.2. Financial and Funding Plan.** [RFP Task 7.1] This Component will include:

- **Cost Estimation.** [RFP Task 7.2] The CONSULTANT prepare planning-level cost estimates for near-term projects - including development, ROW, and construction - tailored to Flagstaff's conditions and escalation rates. Long-term projects will use unit costs adjusted to year-of-expenditure. Estimates will be suitable for budgeting and competitive funding applications.
- **Existing Revenue and Expenditure Projections.** The CONSULTANT evaluate existing local, regional, private, and state funding sources - such as the City's transportation sales tax, ADOT funds, federal formula programs, and CIP allocations from MetroPlan member agencies - alongside ongoing operations and maintenance costs to define the region's fiscal baseline.
- **Funding Gap Analysis.** The CONSULTANT will quantify shortfalls by mode and time horizon, comparing forecasted revenues to project costs (planned and aspirational). High-level scenarios will

assess impacts of inflation, new mandates (e.g., ADA compliance, Vision Zero), and implementation delays.

- **Financially Constrained Funding Plan.** In coordination with MetroPlan, The CONSULTANT will prepare a 20-year fiscally constrained implementation program. This program will reflect known funding sources and prioritized investments that can realistically be implemented under existing fiscal assumptions.
- **Evaluate Aspirational Funding Options. [RFP Task 7.3]** To advance the full SSMP vision, the CONSULTANT evaluate regional options such as:
  - Local transportation sales tax extensions or initiatives
  - Parking benefit districts and curbside revenue reinvestment
  - Public-private partnerships (P3s), supported by Arizona's enabling legislation
  - State and federal competitive grants (RAISE, SS4A, TA, HSIP, INFRA, etc.)
  - Transit utility fees or value-capture tools (e.g., special improvement districts)
- **Comprehensive Funding Strategy.** The CONSULTANT will compile findings into a comprehensive financial strategy that maps each funding source to the types of projects it can support, its timeline, eligibility criteria, and required local match. This matrix will help streamline future decision-making and support proactive grant pursuits.

**8.3. Capital, Operations, and Maintenance Plan [RFP Task 4.8]** The CONSULTANT will In collaboration with the City of Flagstaff, Coconino County, and Mountain Line, The CONSULTANT will identify O&M costs, staffing needs, and ownership roles to support implementation and long-term sustainability.

**8.4. ADA Transition Plan Framework. [RFP Task 4.9]** The CONSULTANT will create a framework to guide development of the future ADA Transition Plan. The framework will include guidance related to inventorying deficiencies, prioritizing needs, outlining phased retrofit strategies, and providing planning-level cost estimates.

**8.5. Project Prioritization. [RFP Task 7.4]** To ensure resources go to the most impactful projects first, the CONSULTANT develop a project prioritization framework based on criteria This prioritization will be used to structure the fiscally constrained plan and could also support grant pursuits. It will also help identify "quick wins" and scalable investments for immediate implementation and impact. 20-year program for the RTP will be developed based on a prioritization scheme developed for the Plan. Reasonable inflation and financing cost assumptions will be incorporated. Phasing, especially to protect the potential for longer term projects will be considered.

**8.6. Performance Monitoring.** The CONSULTANT will create a performance monitoring framework aligned with SS4A guidance, the Vulnerable Road Users Safety Action Plan, and local Complete Streets goals. Performance metrics will support transparent, data-driven decision-making and continuous improvement. This framework will:

- Define baseline conditions for crash trends, VMT, emissions, and access
- Establish outcome-based metrics for each mode
- Recommend annual or biennial data collection protocols
- Integrate with the Component 7 interactive map tool for visual tracking
- Tie performance outcomes to future investment decisions and funding strategies

**8.7. Transportation Demand Management (TDM) Strategies.** In addition to infrastructure investments, the plan will include TDM strategies that reduce demand on the system and maximize return on capital investment.

**8.8. Targeted Grant Support.** Our work plan includes preparing up to six grant-ready applications under the HSIP or Transportation Alternatives (TA) programs. Candidate projects will be screened based on eligibility, readiness, and competitive merit. Should a standout project emerge with tremendous benefits, (e.g., a corridor retrofit or multimodal downtown redesign), the CONSULTANT will explore the possibility of utilizing the 15% contingency fund to prepare a competitive application for a major infrastructure grant (e.g., RAISE or MEGA).

**8.9. Deliverables.** One printed copy of each of the following documents will be provided to MetroPlan and the City of Flagstaff:

- Executive Summary and Final Report of the TMP
- Executive Summary and Final Report of the Complete Streets Guidelines
- Final version of the updated TIA document
- Updated codes/standards/policy/practices documents

The CONSULTANT will make reasonable efforts to enhance the accessibility of all deliverables.

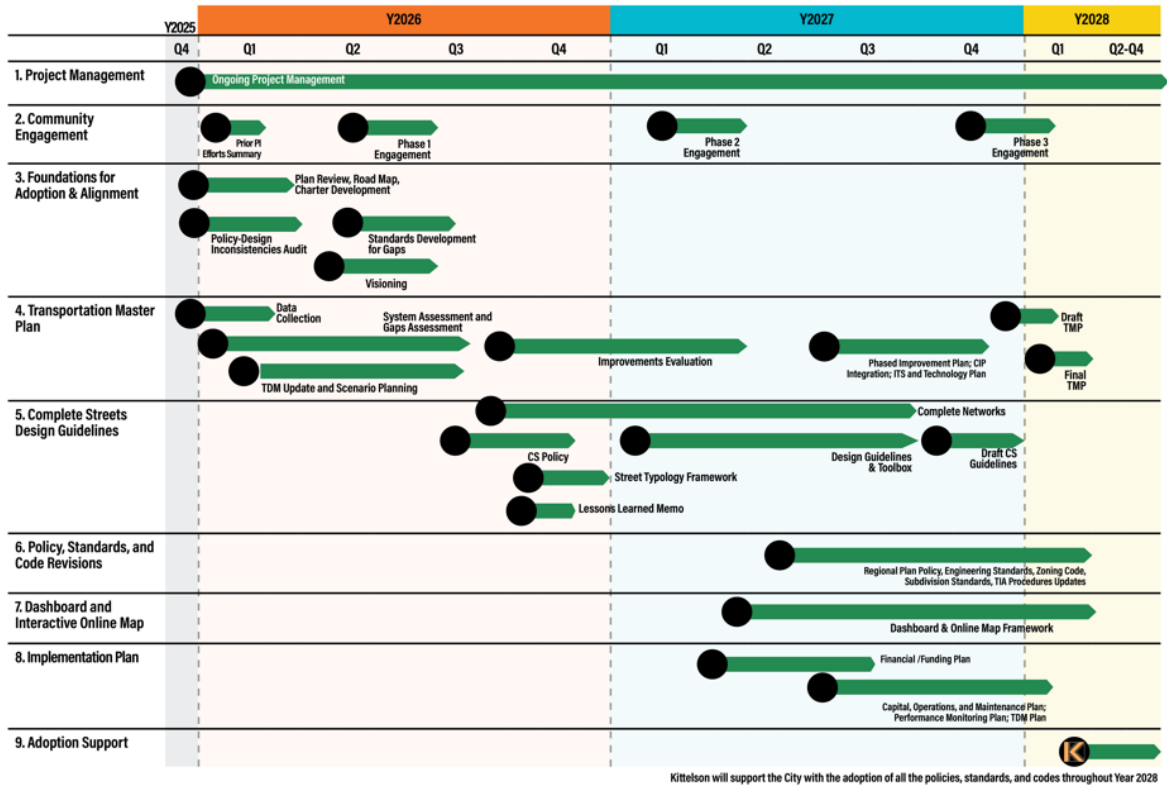
## **9. Adoption Support**

The CONSULTANT will support the City of Flagstaff and MetroPlan in institutionalizing the SSMP vision through the formal adoption of policies, codes, and standards. This Component will focus on ensuring the plan moves from guidance to practice by dedicating the final 10 months of the schedule to adoption support. Activities will include:

- Assisting in the preparation of presentation materials for City Council, MetroPlan Board, and other governing bodies.
- Attending key meetings, study sessions, and public hearings as needed.
- Providing responses to technical questions and requested revisions.
- Refining draft policy, code, and standards language based on agency and stakeholder input.

This Component is designed to remain flexible and responsive. While formal adoption authority rests with the City and MetroPlan, the CONSULTANT will serve as a trusted technical partner to troubleshoot challenges, build consensus, and ensure the SSMP vision is effectively translated into action.

## PROJECT SCHEDULE:



**PROJECT TASK ORDER #1**

**ATTACHMENT 2 - UNIQUE INSURANCE REQUIREMENTS (IF ANY)**

**N/A**

**PROJECT TASK ORDER #1**

**ATTACHMENT 3 - PROJECT SPECIFIC COMPLIANCE**

☐ Design professional license(s) required

**N/A**

## EXHIBIT B | STANDARD TERMS AND CONDITIONS

### IN GENERAL

1. **NOTICE TO PROCEED:** Contractor shall not commence performance until after MetroPlan has issued a Notice to Proceed.
2. **LICENSES AND PERMITS:** Contractor at its expense shall maintain current federal, state, and local licenses, permits and approvals required for performance of the Contract and provide copies to MetroPlan upon request.
3. **COMPLIANCE WITH LAWS:** Contractor shall comply with all applicable federal, state, and local laws, regulations, standards, codes, and ordinances in performance of this Contract.
4. **NON-EXCLUSIVE:** Unless expressly provided otherwise in the Contract, this Contract is non- exclusive and MetroPlan reserves the right to contract with others for materials or services.
5. **SAMPLES:** Any sample submitted to MetroPlan by the Contractor and relied upon by MetroPlan as representative of quality and conformity, shall constitute an express warranty that all materials and/or service to be provided to MetroPlan shall be of the same quality and conformity.

### MATERIALS

6. **QUALITY:** Contractor warrants that all materials supplied under this Contract will be new and free from defects in material or workmanship. The materials will conform to any statements made on the containers or labels or advertisements for the materials and will be safe and appropriate for use as normally used. MetroPlan's inspection, testing, acceptance, or use of materials shall not serve to waive these quality requirements. This warranty shall survive termination or expiration of the Contract.
7. **ACCEPTANCE:** All materials and services provided by Contract are subject to final inspection and acceptance by MetroPlan. Materials and services failing to conform to the Contract specifications may be rejected in whole or part. If rejected, Contractor is responsible for all costs associated arising from rejection.
8. **MANUFACTURER'S WARRANTIES:** Contractor shall deliver all Manufacturer's Warranties to MetroPlan upon MetroPlan's acceptance of the materials.
9. **PACKING AND SHIPPING:** Contractor shall be responsible for industry standard packing which conforms to requirements of carrier's tariff and ICC regulations. Containers shall be clearly marked as to lot number, destination, address, and purchase order number. All shipments shall be F.O.B. Destination, MetroPlan, 216 W. Phoenix Avenue, Flagstaff, AZ 86001, unless otherwise specified by MetroPlan. C.O.D. shipments will not be accepted.
10. **TITLE AND RISK OF LOSS:** The title and risk of loss of material shall not pass to MetroPlan until MetroPlan receives the material at the point of delivery, and MetroPlan has completed inspection and has accepted the material, unless MetroPlan has expressly provided otherwise in the Contract.
11. **DEFAULT IN ONE INSTALLMENT TO CONSTITUTE TOTAL BREACH:** Contractor may not substitute non-conforming materials, or services. Delivery of nonconforming materials, and/or services, or a default of any nature, at the option of MetroPlan, shall constitute a breach of the contract as a whole.
12. **SHIPMENT UNDER RESERVATION PROHIBITED:** Contractor is not authorized to ship materials under reservation and no tender of a bill of lading shall operate as a tender of the materials.
13. **LIENS:** All materials and other deliverables supplied to MetroPlan shall be free of all liens other than the security interest held by Contractor until payment in full is made by MetroPlan. Upon request of MetroPlan, Contractor shall provide a formal release of all liens.

14. **CHANGES IN ORDERS:** MetroPlan reserves the right at any time to make changes in any one or more of the following: (a) methods of shipment or packing; (b) place of delivery; and (c) quantities. If any change causes an increase or decrease in the cost of or the time required for performance, an equitable adjustment may be made in the price or delivery schedule, or both. Any claim for adjustment shall be evidenced in writing and approved by the MetroPlan Executive Director prior to the institution of the change.

## **PAYMENT**

15. **INVOICES:** A separate invoice shall be issued for each shipment of goods. For services, Contractor may submit an invoice on a monthly basis for services rendered and costs incurred in the previous month. Invoices shall include the Contract and/or Purchase Order number, and dates when goods were shipped, or work performed. MetroPlan shall remit payment within thirty (30) days of MetroPlan's receipt of the Contractor's invoice. Payment will only be made for materials received and/or services performed in accordance with this Contract.
16. **LATE INVOICES:** MetroPlan operates on a fiscal year budget, from July 1 through the following June 30. Except in unusual circumstances, which are not due to the fault of Contractor, MetroPlan will not honor any invoices or claims submitted after July 14 for materials or services supplied in the prior fiscal year.
17. **TAXES:** Contractor shall be responsible for payment of all taxes including federal, state, and local taxes related to or arising out of Contractor's performance of this Contract. Such taxes include but are not limited to federal and state income tax, social security tax, unemployment insurance taxes, transaction privilege taxes, use taxes, and any other taxes or business license fees as required.
- Exception: MetroPlan will pay any taxes which are specifically identified as a line-item dollar amount in the Contractor's bid, proposal, or quote, and which were considered and approved by MetroPlan as part of the Contract award process. In this event, taxes shall be identified as a separate line item in Contractor's invoices.
18. **FUEL CHARGES:** Contractor at its own expense is liable for all fuel costs related to performance. No fuel surcharges will be accepted or paid by MetroPlan.
19. **DISCOUNTS:** If the Contract provides for payment discounts, payment discounts will be computed from the later date of the following: (a) when the correct invoice is received by MetroPlan; or (b) when acceptable materials and/or materials were received by MetroPlan.
20. **AMOUNTS DUE TO METROPLAN:** Contractor must be current and remain current in all obligations due to MetroPlan during the performance. Payments to Contractor may be offset by any delinquent amounts due to MetroPlan or fees and charges owed to MetroPlan under this Contract.
21. **OFAC:** No MetroPlan payments may be made to any person in violation of Office of Foreign Assets Control regulations, 31 C.F.R. Part 501.

## **SERVICES**

22. **INDEPENDENT CONTRACTOR:** Contractor shall be an independent contractor for purposes of all laws, including but not limited to the Fair Labor Standards Act, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, Internal Revenue Code, Immigration and Naturalization Act; Arizona revenue and taxation, workers' compensation, and unemployment insurance laws.
23. **CONTROL:** Contractor shall be responsible for the control of the work.

- 24. **WORK SITE:** Contractor shall inspect the work site and notify MetroPlan in writing of any deficiencies or needs prior to commencing work.
- 25. **SAFEGUARDING PROPERTY:** Contractor shall be responsible for any damage to real property of MetroPlan or adjacent property in performance of the work and safeguard the worksite.
- 26. **QUALITY:** All work shall be performed in accordance that degree of care, skill, and diligence ordinarily exercised by professionals providing similar services in the same or similar locale and under similar circumstances to that of Contractor under this Contract
- 27. **ACCEPTANCE:** If work is rejected by MetroPlan due to noncompliance with the Contract, MetroPlan, after notifying Contractor in writing, may require Contractor to correct the deficiencies at Contractor's expense, or cancel the work order and pay Contractor only for work properly performed.
- 28. **DEFECTIVE WORK:** Contractor at its own expense shall promptly correct defective work or work failing to conform to the Contract, whether observed before or after acceptance, and whether or not fabricated, installed, or completed by Contractor, and shall bear all costs of correction. If Contractor does not correct deficiencies within a reasonable time specified in the written notice from MetroPlan, MetroPlan may perform the work, and Contractor shall be liable for the costs.

## **INSPECTION, RECORDS, ADMINISTRATION**

- 29. **RECORDS:** MetroPlan shall have the right to inspect and audit all Contractor books and records related to the Contract for up to five (5) years after completion of the Contract.
- 30. **RIGHT TO INSPECT BUSINESS:** MetroPlan shall have the right to inspect the place of business of the Contractor or its subcontractor during regular business hours at reasonable times, to the extent necessary to confirm Contract performance.
- 31. **PUBLIC RECORDS:** This Contract and any related materials are a matter of public record and subject to disclosure pursuant to Arizona Public Records Law, A.R.S. § 39-121 et seq. If Contractor has clearly marked its proprietary information as "confidential," MetroPlan will endeavor to notify Contractor prior to the release of such information.

## **INDEMNIFICATION**

- 32. **GENERAL INDEMNIFICATION:** Contractor shall indemnify, defend and hold harmless MetroPlan, its boards and commissions, officers, employees from all losses, claims, suits, payments and judgments, demands, expenses, attorney's fees, or actions of any kind resulting from personal injury to any person, including employees, subcontractors or agents of Contractor or damages to any property arising or alleged to have arisen out of the negligent performance of the Contract, except any such injury or damages arising out of the negligence of MetroPlan, its officers, agents or employees. This indemnification provision shall survive termination or expiration of the Contract. This indemnification clause shall not apply if a different indemnification clause is included in MetroPlan's Specific Terms and Conditions.

To the fullest extent permitted by law, including but not limited to the obligations set forth in A.R.S. 34-226, as amended, the Contractor, with respect to professional acts, errors, or omissions, shall indemnify and save harmless MetroPlan, its boards and commissions, officers, agents, and employees from all losses, claims, suits, payments and judgments, demands, expenses, attorney's fees, or actions of any kind resulting from

personal injury to any person, including employees, subcontractors or agents of Contractor or damages to any property but only to the extent caused by the negligent or otherwise wrongful acts or omissions of the Contractor, its employees and agents, and the Contractor's subcontractors and their respective employees and agents.

## **CONTRACT CHANGES**

- 33. PRICE INCREASES:** Except as expressly provided for in the Contract, no price increases will be approved.
- 34. COMPLETE AGREEMENT:** The Contract is intended to be the complete and final agreement of the parties.
- 35. AMENDMENTS:** This Contract may be amended by written agreement of the parties.
- 36. SEVERABILITY:** If any term or provision of this Contract is found by a court of competent jurisdiction to be illegal or unenforceable, then such term or provision is deemed deleted, and the remainder of this Contract shall remain in full force and effect.
- 37. NO WAIVER:** Each party has the right to insist upon strict performance of the Contract, and the prior failure of a party to insist upon strict performance, or a delay in any exercise of any right or remedy, or acceptance of materials or services, shall not be deemed a waiver of any right to insist upon strict performance.
- 38. ASSIGNMENT:** This Contract may be assigned by Contractor with prior written consent of MetroPlan, which will not be unreasonably withheld. Any assignment without such consent shall be null and void. Unless expressly provided for in a separately executed Consent to Assignment, no assignment shall relieve Contractor (Assignor) from any of its obligations and liabilities under the Contract with respect to MetroPlan. The Executive Director shall have the authority to consent to an assignment on behalf of MetroPlan.
- 39. BINDING EFFECT:** This Contract shall be binding upon and inure to the benefit of the parties and their successors and assigns.

## **EMPLOYEES AND SUBCONTRACTORS**

- 40. SUBCONTRACTING:** Contractor may subcontract work in whole or in part with MetroPlan's advance written consent. MetroPlan reserves the right to withhold consent if the subcontractor is deemed irresponsible and/or subcontracting may negatively affect performance. All subcontracts shall comply with the underlying Contract. Contractors are responsible for Contract performance whether or not subcontractors are used.
- 41. APPLICABLE TERMS AND CONDITIONS:** Pursuant to 2 CFR 200.326, the Contractor's contracts with its subcontractors shall include all the terms and conditions of this Contract. Each subcontractor must agree to comply with all the terms and conditions to be awarded. The Contractor certifies that it shall communicate contractual requirements to contractors and subcontractors and ensure all the requirements of this Contract are incorporated by means of a contract or other legally binding documents stipulating the contractor and/or subcontractor's responsibility to comply with this Contract.

## **DEFAULT AND TERMINATION**

- 42. TERMINATION FOR DEFAULT:** Prior to terminating this Contract for a material breach, the non- defaulting party shall give the defaulting party written notice and reasonable opportunity to cure the default, not to exceed thirty (30) days unless a longer period is granted by the non- defaulting party in writing. In the event the breach is not timely cured, or in the event of a series of repeated breaches the non-defaulting party may elect to terminate Contract by written notice to Contractor, which shall be effective upon receipt. In the event of default, the parties may execute all remedies available at law in addition to Contract remedies provided for herein.
- 43. METROPLAN REMEDIES:** In the event of a Contractor's default, MetroPlan may obtain required materials and/or services from a substitute contractor, and Contractor shall be liable to MetroPlan to pay for the costs of such substitute service. MetroPlan may deduct or offset the cost of substitute service from any balance due to Contractor, and/or seek recovery of the costs of substitute service against any performance security, and/or collect any liquidated damages provided for in the Contract. Remedies herein are not exclusive.
- 44. CONTRACTOR REMEDIES:** In the event of MetroPlan's default, Contractor may pursue all remedies available at law, except as provided herein. Notwithstanding anything contained herein, any claim against MetroPlan must satisfy requirements for claims against a public entity.
- 45. SPECIAL DAMAGES:** In the event of default, neither party shall be liable for incidental, special, or consequential damages.
- 46. TERMINATION FOR NONAPPROPRIATION OF FUNDS:** MetroPlan may terminate all or a portion of this Contract due to budget constraints and non-appropriation of funds for the following fiscal year, without penalty or liability to Contractor.
- 47. TERMINATION FOR CONVENIENCE:** Unless expressly provided for otherwise in the Contract, this Contract may be terminated in whole or part by MetroPlan for convenience upon thirty (30) day's written notice, without further penalty or liability to Contractor. If this Contract is terminated, MetroPlan shall be liable only for payment for satisfactory materials and/or services received and accepted by MetroPlan before the effective date of termination.
- 48. TERMINATION DUE TO INSOLVENCY:** If Contractor becomes a debtor in a bankruptcy proceeding, or a reorganization, dissolution or liquidation proceeding, or if a trustee or receiver is appointed over all or a substantial portion of the property of Contractor under federal bankruptcy law or any state insolvency law, Contractor shall immediately provide MetroPlan with a written notice thereof. MetroPlan may terminate this Contract, and Contractor is deemed in default, at any time if the Contractor becomes insolvent, or is a party to any voluntary bankruptcy or receivership proceeding, makes an assignment for a creditor, or there is any similar action that affects Contractor's ability to perform under the Contract.
- 49. PAYMENT UPON TERMINATION:** Upon termination of this Contract, MetroPlan will pay Contractor for satisfactory performance up until the effective date of termination. MetroPlan shall make final payment within thirty (30) days from receipt of the Contractor's final invoice.
- 50. CANCELLATION FOR GRATUITIES:** MetroPlan may cancel this Contract at any time, without penalty or further liability to Contractor, if MetroPlan determines that Contractor has given or offered to give any economic

opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant ("Gratuities") in connection with award or performance of the Contract.

51. **CANCELLATION FOR CONFLICT OF INTEREST (A.R.S. § 38-511):** MetroPlan may cancel this Contract within three (3) years after its execution, without penalty or further liability to Contractor, pursuant to the terms of the statute.

## **MISCELLANEOUS**

52. **ADVERTISING:** Contractor shall not advertise or publish information concerning its Contract with MetroPlan, without the prior written consent of MetroPlan. However, notwithstanding the foregoing, Contractor is authorized to reference MetroPlan and the scope of work performed by Contractor for MetroPlan in its future marketing and promotion, including, but not limited to, proposals without MetroPlan's prior consent."
53. **NOTICES:** All notices given pursuant to this Contract shall be delivered to the addresses as specified in the Contract or updated by Notice to the other party. Notices may be: (a) personally delivered, with receipt effective upon personal delivery; (b) sent via certified mail, postage prepaid, with receipt deemed effective four (4) days after being sent; (c) or sent by overnight courier, with receipt deemed effective two (2) days after being sent Notice may be sent by email as a secondary form of notice.
54. **THIRD PARTY BENEFICIARIES:** This Contract is intended for the exclusive benefit of the Parties. Nothing herein is intended to create any rights or responsibilities to third parties.
55. **FORUM:** In the event of litigation relating to this Contract, any action at law or in equity shall be filed in Coconino County, Arizona
56. **KEY PERSONEL DESIGNATION:** Contractor's shall provide the contact information for Key Personnel and Subcontractors (if any). Key Personnel are those employees whose license number and signature will be placed on key documents and those employees who have significant responsibilities for the completion of the services. The MetroPlan Representative for this contract has the right to approve any proposed substitution of Key Personnel or Subcontractors.

## EXHIBIT C | INSURANCE REQUIREMENTS

1. In General. Contractor shall maintain insurance against claims for injury to persons or damage to property, arising from performance of or in connection with this Contract by the Contractor, its agents, representatives, employees, or contractors.
2. Requirement to Procure and Maintain. Each insurance policy required by this Contract shall be in effect at, or before, commencement of work under this Contract and shall remain in effect until all Contractor's obligations under this Contract have been met, including any warranty periods. The Contractor's failure to maintain the insurance policies as required by this Contract or to provide timely evidence of renewal will be considered a material breach of this Contract.
3. Minimum Scope and Limits of Insurance. The following insurance requirements are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract. MetroPlan does not represent or warrant that the minimum limits set forth in this Contract are sufficient to protect the Contractor from liabilities that might arise out of this Contract, and Contractor is free to purchase such additional insurance as Contractor may determine is necessary.

Contractor shall provide coverage at least as broad and with limits not less than those stated below.

- a. Commercial General Liability - Occurrence Form

General Aggregate	\$2,000,000 Products/Completed
Operations	\$2,000,000
Each Occurrence	\$1,000,000
- b. Umbrella Coverage \$2,000,000
- c. Automobile Liability –  
Any Automobile or Owned, Hired and Non-owned Vehicles  
Combined Single Limit Per Accident  
for Bodily Injury & Property Damage \$1,000,000
- d. Workers' Compensation and Employer's Liability  
  
Workers' Compensation Statutory Employer's Liability:  
Each Accident \$1,000,000  
Disease - Each Employee \$1,000,000  
Disease - Policy Limit \$1,000,000
- e. Professional Liability \$2,000,000

4. Self-Insured Retention. Any self-insured retentions must be declared to and approved by MetroPlan. If not approved, MetroPlan may require that the insurer reduce or eliminate such self-insured retentions with respect to MetroPlan, its officers, agents, employees, and volunteers. Contractor shall be solely responsible for any self-insured retention amounts. MetroPlan at its option may require Contractor to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

5. Other Insurance Requirements. The policies shall contain, or be endorsed to contain, the following provisions:
- a. Additional Insured. In Commercial General Liability and Automobile Liability Coverages, ~~AD&T~~ MetroPlan, its officers, officials, agents and employees shall be named and endorsed as additional insureds with respect to liability arising out of this Contract and activities performed by or on behalf of the Contractor, including products and completed operations of the Contractor, and automobiles owned, leased, hired or borrowed by the Contractor.
  - b. Broad Form. The Contractor's Commercial General Liability insurance shall contain broad form contractual liability coverage.
  - c. Primary Insurance. The Contractor's insurance coverage shall be primary insurance with respect to MetroPlan, its officers, officials, agents, employees, and volunteers. Any insurance or self-insurance maintained by MetroPlan, its officers, officials, agents, and employees, shall be in excess of the coverage of the Contractor's insurance and shall not contribute to it.
  - d. Each Insured. The Contractor's insurance shall apply separately to each insured against whom a claim is made, or suit is brought, except with respect to the limits of the insurer's liability.
  - e. Not Limited. Coverage provided by the Contractor shall not be limited to the liability assumed under the indemnification provisions of this Contract.
  - f. Waiver of Subrogation. The policies shall contain a waiver of subrogation against MetroPlan, its officers, officials, agents, and employees for losses arising from work performed by Contractor for MetroPlan.
6. Notice of Cancellation. Each insurance policy required by the insurance provisions of this Contract shall provide the required coverage and shall not be suspended, voided, cancelled, reduced in coverage or in limits unless prior written notice has been given to MetroPlan. Notices required by this section shall be sent directly to the Buyer listed in the original Solicitation and shall reference the Contract Number:
- Attention: Executive Director  
Contract No. 2026-03  
MetroPlan  
216 W. Phoenix Avenue  
Flagstaff, Arizona 86001
7. Acceptability of Insurers. Contractor shall place insurance hereunder with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. MetroPlan does not represent or warrant that the above required minimum insurer rating is sufficient to protect the Contractor from potential insurer insolvency.
8. Certificates of Insurance. The Contractor shall furnish MetroPlan with certificates of insurance (ACORD form) as required by this Contract. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the certificate of insurance. MetroPlan project/contract number and project description shall be noted on the certificates of insurance. MetroPlan must receive and approve all certificates of insurance and endorsements before the Contractor commences work.
9. Policies. MetroPlan reserves the right to require, and receive within ten (10) days, complete, certified copies of all insurance policies and endorsements required by this Contract at any time. MetroPlan shall not be obligated, however, to review any insurance policies or to advise Contractor of any deficiencies in such policies and endorsements. MetroPlan's receipt of Contractor's policies or endorsements shall not relieve

Contractor from, or be deemed a waiver of, MetroPlan's right to insist on strict fulfillment of Contractor's obligations under this Contract.

10. Modifications. Any modification or variation from the insurance requirements in this Contract must have the prior approval of MetroPlan's legal counsel in consultation with the Executive Director, whose decision shall be final. Such action will not require a formal Contract amendment but may be made by their handwritten revision and notation to the foregoing insurance requirements.

## EXHIBIT D | FEDERAL AND STATE COMPLIANCE

**Federal Funding Source:** Federal Highway Administration (FHWA) Safe Streets and Roads for All Grant (SS4A)  
Assistance Listing Number 20.939  
Project Name: MetroPlan Safe Streets Master Plan  
Project Number: 693JJ32540105

*“Pursuant to 23 USC §409: Notwithstanding any other provision of law, reports, surveys, schedules, lists, or data compiled or collected for the purpose of identifying, evaluating, or planning the safety enhancement of potential accident sites, hazardous roadway conditions, or rail-way-highway crossings, pursuant to sections 130, 144, and 148 [152] of this title or for the purpose of developing any highway safety construction improvement project which may be implemented utilizing Federal-aid highway funds shall not be subject to discovery or admitted into evidence in a Federal or State court proceeding or considered for other purposes in any action for damages arising from any occurrence at a location mentioned or addressed in such reports, surveys, schedules, lists, or data.”*

- 1. Monitoring Activities:** Pursuant to 2 CFR 200.329, the project/work in this solicitation/contract is funded with federal funds through the Federal Highway Administration ~~Arizona Department of Transportation, Multimodal Planning Division (ADOT)~~. In accordance with 2 CFR 200.329, ~~ADOT~~ MetroPlan shall monitor all activities performed by its staff or by subrecipients of U.S. Department of Transportation funds to assure that the work is being managed and performed satisfactorily and that time schedules are being met. The Contractor and its subcontractors shall fully cooperate with such monitoring as requested.
- 2. Governing Law:** This Contract is governed according to the laws of the State of Arizona. All cited statutes, public law, executive orders, and policies cited in the funding Agreement between the State of Arizona and are incorporated by reference as a part of this Contract.
- 3. Compliance with Funding Agency Requirements:** Pursuant to 2 CFR 200.337 and 2 CFR 200.339, upon request, the Contractor shall provide information or reports to assist in adherence to relevant requirements from the agreements between MetroPlan, its subrecipient, and the agencies of the US Department of Transportation. If MetroPlan, or the federal funding agency finds that the work performed fails to comply with any requirement (e.g., work elements or tasks are not conducted in accordance with approved scope, or work elements or tasks are found to be inconsistent with federal or state regulations or guidelines, or products/services were incorrectly procured), MetroPlan, or the federal funding agency may use the enforcement actions contained in 2 CFR 200.208 and then in 2 CFR 200.339 to remedy the situation and any other appropriate remedies available at law.
- 4. Certification of Eligibility of Costs:** Pursuant to 2 CFR 200.402 - .414, 2 CFR 200.420 - .475, and 2 CFR 200.415, the Contractor shall assure that the costs invoiced are consistent and eligible for federally funded projects. To assure that expenditures are proper and in accordance with the terms and conditions of the Federal award and approved project budgets, the annual and final fiscal reports or vouchers requesting payment must

include a certification, signed by an official who is authorized to legally bind the Contractor which reads as follows:

“By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).”

5. **Record Retention:** Pursuant to A.R.S. 35-214 and the State of Arizona Accounting Manual, sections 0045 and 7035, CONTRACTORS and SUBCONTRACTORS shall retain all checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to the Project shall be clearly identified, readily accessible, and, to the extent feasible, kept separate and apart from all other such documents, and shall be maintained for at least 5 years after final payment.
6. **Applicable Terms and Conditions:** Pursuant to 2 CFR 200.327, the Contractor's contracts with its subcontractors shall include all the terms and conditions of 2 CFR 200 Appendix II, and additionally, those of this Contract. Each subcontractor must agree to comply with all the terms and conditions to be awarded. The Contractor certifies that it shall communicate contractual requirements to contractors and subcontractors and ensure all the requirements of this Contract are incorporated by means of a contract or other legally binding documents stipulating the contractor and/or subcontractor's responsibility to comply with this Contract.
7. **Administrative, contractual, or legal remedies for violation or breach of contract terms:** Pursuant to 2 CFR 200, Subpart F, Appendix II; 41 USC 1908, for contracts in excess of the simplified acquisition threshold in 41 USC 134 (currently \$250,000), failure by the Contractor to carry out the requirements of the Contract, especially in compliance with the Federal terms and conditions and programmatic requirements, represents a material breach of this contract, which may result in the termination of this contract or such other remedy as MetroPlan, with the funding agency's concurrence, deems appropriate, which may include, but is not limited to:
  - Withholding payments;
  - Assessing sanctions;
  - Liquidated damages; and/or
  - Disqualifying the contractor from future bidding on the grounds of being non-responsible.

Nonconforming Tender. Materials or services supplied under this Contract shall fully comply with the Contract. The delivery of materials or services or a portion of the materials or services that do not fully comply constitutes a breach of contract. On delivery of nonconforming materials or services, MetroPlan may terminate the Contract for default under applicable termination clauses in the Contract, exercise any of its rights and remedies under the Uniform Commercial Code or pursue any other right or remedy available to it.

8. **Termination for cause or convenience:** Pursuant to 2 CFR 200, Subpart F, Appendix II, MetroPlan reserves the right to terminate the Contract, in whole or in part at any time, when in the best interests of MetroPlan

without penalty or recourse. Upon receipt of written notice, the Contractor shall stop all work, as directed in the notice, notify all subrecipients of the effective date of the termination, and minimize all further costs to MetroPlan. In the event of termination under this paragraph, all documents, data, and reports prepared by the Contractor and its subcontractors under this Contract shall become the property of and be delivered to MetroPlan upon request. The Contractor and its subcontractors shall be entitled to receive just and equitable compensation for work in progress, work completed, and materials/deliverables accepted before the effective date of the termination. The Contractor and its subcontractors shall continue to perform in accordance with the requirements of the Contract, up to the date of termination, as directed in the termination notice. MetroPlan shall reimburse the Contractor for those eligible expenses incurred during the Contract period which are directly attributable to the completed portion of the work covered by this Contract, provided that the work has been completed in a manner satisfactory and acceptable to MetroPlan. The Contractor shall reimburse its subcontractor in a similar fashion. The Contractor and its subcontractors shall not incur new obligations for the terminated portion after the effective date of the termination.

In addition to the rights reserved in the Contract, MetroPlan may terminate the Contract in whole or in part due to the failure of the Contractor or its subcontractors to comply with any term or condition of the Contract, to acquire and maintain all required insurance policies, bonds, licenses, and permits, or to make satisfactory progress in performing the Contract.

This Contract may be terminated by either party provided that a termination shall not be effective until 30 days after a Party has served written notice upon the other Party. This Contract may be terminated by mutual consent of all Parties or unilaterally by either Party without cause.

- 9. Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended:** Pursuant to 2 CFR 200, Subpart F, Appendix II, for contracts in excess of \$150,000, the Contractor herein agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the contracting agency ~~and to ADOT~~, who will report violations to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- 10. Debarment and Suspension / Excluded Parties List:** Pursuant to 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J), the Contractor shall not be listed on the excluded parties list, and the Contractor shall not award a Subcontract to any parties listed on the governmentwide exclusions list in the System for Award Management (SAM).
- 11. Anti-Lobbying Certification:** Pursuant to 2 CFR 200, Subpart F, Appendix II (I), for any contract exceeding \$100,000, the Contractor and its subcontractors shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

- 12. Procurement of recovered materials:** Pursuant to 2 CFR Part 200, Subpart F, Appendix II (J) and 2 CFR 200.323, the Contractor shall comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.
- 13. Telecommunications and Video Surveillance Services or Equipment:** Pursuant to 2 CFR Part 200, Subpart F, Appendix II (K) and 2 CFR 200.216 the Contractor shall not procure or obtain, or extend or renew a contract to procure or obtain, or procure or obtain equipment, services, or systems that uses covered telecommunication equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities) as described in Public Law 115-232, section 889.
- (i) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).
- (ii) Telecommunications or video surveillance services provided by such entities or using such equipment.
- (iii) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.
- 14. Domestic Preference:** Pursuant to 2 CFR Part 200, Subpart F, Appendix II (L) and 2 CFR 200.32, as appropriate and to the extent consistent with law, the Contractor and its subcontractors should, to the greatest extent practicable, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States. "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber."
- 15. Patents:** Patents and inventions developed in the course of the Project are subject to federal standard patent rights at 37 CFR 401.14. The Contractor shall at a minimum cite the applicability of the Standard Patent Rights of 37 CFR 401.14 except for 401.14(g) or may include all the clauses, suitably modified to identify the parties, in all subcontracts, regardless of tier. The clauses may be retrieved in their entirety from

<https://www.ecfr.gov/current/title-37/chapter-IV/part-401/section-401.14>, or as the link may be updated from time to time and shall be adjusted only to the extent to identify the parties.

To the extent permitted by A.R.S. §§ 41-621 and 35-154, the Contractor shall indemnify and hold harmless the State against any liability, including costs and expenses, for infringement of any patent, trademark, or copyright arising out of this Contract's performance or use by the State of materials furnished or work performed under this Contract. The State shall reasonably notify the Contractor of any claim for which it may be liable under this paragraph.

- 16. Rights to Inventions Made by Nonprofits and Small Business Firms:** Pursuant to 2 CFR 200 Appendix II (F) Rights to Inventions Made Under a Contract or Agreement. The funding provided for this Contract meets the definition of "funding agreement" under 37 CFR §401.2 (a) MetroPlan must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.
- 17. Conflict of Interest:** Pursuant to 2 CFR 200.112 and 2 CFR 1201.112, the Contractor shall disclose in writing any potential conflict of interest to the federal funding agency, the contracting agency, or the Arizona Department of Transportation.
- 18. Employment of Federal Personnel:** Contractors will maintain a written code of standards of conduct governing the performance of their employees engaged in the award and administration of contracts. No employee, officer or agent of the contracting agency, the Arizona Department of Transportation or the Federal funding agency shall participate in selection, or in the award or administration of a contract supported by Federal funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when: The employee, officer or agent, any member of his immediate family, His or her partner, or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award. Department officers, employees, or agents will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors, or parties to sub-agreements.
- 19. Equipment Use, Management, and Disposal:** Pursuant to 2 CFR 1201.313 the Contractor shall follow State of Arizona rules with respect to the use, management and disposal of equipment acquired under this contract.
- 20. Retainage:** Contractors are herein notified they are prohibited from holding retainage from Subcontractors, nor are Contractors subject to retainage withholding by the Contracting Agency for this Project pursuant to 49 CFR 26.29.b(1).
- 21. Travel:** All travel for the Contractor must comply with the ~~State of Arizona (State)~~ Federal General Services Administration (GSA) policies for Travel. Only actual expenses are reimbursable, within maximum reimbursement limits as described and established by the GSA rates for travel: ~~A.R.S. 38-621 through 38-627, Reimbursement for Expenses; State of Arizona Accounting Manual (SAAM), Section 50.65, Vendor Travel, Section 50.95 Reimbursement Rates available at <https://gao.az.gov/publications/saam>. In the event the MPO chooses to reimburse Contractors/Consultants at rates higher than those authorized in the State travel policies, when submitting travel reimbursement requests, each receipt must indicate the amount that exceeds the State rate.~~ The Contractor shall also comply with the policies governing individually operated motor

vehicles in Section 50.15 of the SAAM. Travel costs paid to Contractors/Consultants must always be supported by appropriate documentation.

- 22. Tribal Consultation:** In the event that this project is located within tribal land or includes tribal involvement as a stakeholder, the Contracting Agency and the Contractor must exercise tribal consultation and coordination protocol when providing related services. The purpose for this provision is to ensure compliance with "ADOT's Tribal Consultation Policy" and Arizona Revised Statute Section 41-2051, Subsection C - Responsibilities of State Agencies: <https://www.azleg.gov/viewdocument/?docName=https://www.azleg.gov/ars/41/02051.htm>.

An ADOT Tribal Transportation Consultation Online Training Course and Handbook are available to the Contractor and shall be reviewed upon selection. For an understanding of what that protocol entails, refer to Module 4 of the Course which is located on the Arizona Tribal Transportation website at: <http://www.aztribaltransportation.org>.

- 23. Report Disclaimer:** Pursuant to 23 CFR 420.117(e), all reports and other project-related documents shall contain the following disclaimer Request for:
- "This report was funded in part through grant[s] from the Federal Highway Administration and/or Federal Transit Administration, U.S. Department of Transportation. The contents of this report reflect the views and opinions of the author(s) who is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily state or reflect the official views or policies of the U.S. Department of Transportation, the Arizona Department of Transportation, or any other State or Federal Agency. This report does not constitute a standard, specification, or regulation."

- 24. Safe Operation of Motor Vehicles:** The contractor agrees to implement Executive Order No. 13043, "Increasing Seat Belt Use in the United States," April 16, 1997, 23 U.S.C. § 402 note, (62 Fed. Reg. 19217), by:

- (1) Adopting and promoting on-the-job seat belt use policies and programs for its employees and other personnel that operate company-owned vehicles, company-rented vehicles, or personally operated vehicles, and
- (2) Including a "Seat Belt Use" provision in each third-party agreement related to the Award. b. Distracted Driving, Including Text Messaging While Driving.

The Contractor agrees to comply with:

Executive Order No. 13513, "Federal Leadership on Reducing Text Messaging While Driving," October 1, 2009, 23 U.S.C. § 402 note, (74 Fed. Reg. 51225);

U.S. DOT Order 3902.10, "Text Messaging While Driving," December 30, 2009, and

The following U.S. DOT Special Provision pertaining to Distracted Driving:

- (a) Safety. The Contractor agrees to adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers, including policies to ban text messaging while using an electronic device supplied by an employer, and driving a vehicle the driver owns or rents, a vehicle Recipient owns, leases,

or rents, or a privately-owned vehicle when on official business in connection with the Award, or when performing any work for or on behalf of the Award,

(b) Contractor Size. The Contractor agrees to conduct workplace safety initiatives in a manner commensurate with its size, such as establishing new rules and programs to prohibit text messaging while driving, re-evaluating the existing programs to prohibit text messaging while driving, and providing education, awareness, and other outreach to employees about the safety risks associated with texting while driving, and

(c) Extension of Provision. The Contractor agrees to include the preceding section in its third-party agreements and encourage its Third-Party Participants to comply with this Special Provision, and include this Special Provision in each third-party sub agreement at each tier supported with federal assistance.

**25. Disadvantaged Business Enterprise:** The contracting Agency is receiving US DOT-assisted transportation funds for this Contract through the Arizona Department of Transportation and has adopted and implemented ADOT's DBE Program Plan, ADOT's DBE policy, DBE contract specifications, and forms as a condition of receiving federal funds. ADOT Subrecipients/Subgrantees of federal funds must comply with ADOT DBE Plan and may not have a plan independent from ADOT.

The ADOT DBE Program Plan and LPA/SUBRECIPIENT DBE Guidelines are located online at <https://azdot.gov/business/business-engagement-and-compliance/dbe-contract-compliance> and are herein incorporated by reference.

#### Non-Discrimination

The contracting Agency, its Contractors and Subcontractors will not exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR Part 26 on the basis of race, color, sex, national origin, age, or disability.

In compliance with the ADOT DBE Program Plan, the contracting Agency, its Contractors, and Subcontractors shall not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing accomplishment of the objectives of the DBE program. The Contractor will not exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR Part 26 on the basis of race, color, sex, national origin, age, or disability.

The Contractor shall take all necessary actions required under 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts.

By executing this Agreement, the Contractor agrees to perform the following minimum DBE Program Compliance Required Activities and include the following assurance with each contract with a contractor or consultant and each subcontract a prime signs with a subcontractor:

The Contractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of USDOT assisted contracts. Failure by the contractor to carry out these requirements represents a material breach of this contract, which may result in the termination of this contract or such other

remedy as the contracting Agency, with ADOT's concurrence, deems appropriate, which may include, but is not limited to:

- Withholding payments;
- Assessing sanctions;
- Liquidated damages; and/or
- Disqualifying the contractor from future bidding on the grounds of being non-responsible.

The Contractor shall establish a program that will ensure nondiscrimination in the award and administration of contracts and subcontracts.

The Contractor shall designate a full-time employee who shall be responsible for the administration of the contractor's DBE program.

The Contractor shall prohibit agreements in which a DBE promises not to provide subcontracting quotations to other bidders.

**26. Subcontract Payment Reporting in the DBE System:** The Arizona Department of Transportation (ADOT) is required to collect data on DBE and non-DBE participation, including lower tier subcontracts, to report to funding agencies of the USDOT on Federal aid projects. The contractor is notified that such record keeping is required by the Department for tracking DBE participation on both race neutral and race-conscious projects (i.e., projects with and without DBE goals).

The Contractor shall respond to payment audits reported each month electronically through ADOT's web-based payment tracking system (<https://arizonalpa.dbesystem.com>), reporting its payments to all DBEs and non-DBE subcontractors working on the project. In addition, the Contractor shall require that all DBE and non-DBE subcontractors shall also respond to its audits and report lower tier subcontractor payments in the same manner.

If, by the DBE system audit deadline, the Contractor has not submitted the required report for work performed during the preceding month, or the submitted report failed to include all amounts earned by and paid to all DBEs and non-DBEs, including all lower tier DBE and non-DBE subcontractors, the contracting Agency will work with ADOT MPD Contracts Group Manager to determine if sanctions should be assessed. These liquidated damages shall be in addition to all other reductions or liquidated damages provided for elsewhere in the contract.

The Contractor shall include these provisions in all of its subcontracts and ensure that its subcontractors include these provisions in any lower tier subcontracts.

**27. Title VI/Non-Discrimination Assurances:** The CONTRACTOR HEREBY ACKNOWLEDGES that MetroPlan, as a condition to receiving any Federal financial assistance through the Arizona Department of Transportation and provided by the U.S. Department of Transportation, must GIVE ASSURANCE THAT it shall comply with Title VI of the Civil Rights Act of 1964, as amended, 78 Stat. 252, 42 U.S.C. 2000d-42 U.S.C. 2000d-4 (hereinafter referred to as the Act), the Civil Rights Restoration Act of 1987 (Public Law 100.259) and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the U.S. Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the Regulations) and other pertinent directives, to the end that in accordance with the Act, Regulations, and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, be

excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Transit Administration (FTA), Federal Highway Administration (FHWA) and GIVES ASSURANCE THAT it will promptly take any measures necessary to effectuate this agreement. This assurance is required by subsection 21.7(a)(1) of the Regulations. The Contractor shall also incorporate and comply with the terms and conditions established in Exhibit D, Appendices A through E.

Title VI/Non-Discrimination Assurances: This Contract is subject to the provisions of Title VI of the Civil Rights Act and the Contractor is herein notified of such. Additionally, the Contractor shall include the following information in each of its subcontracts associated with the project:

*The Arizona Department of Transportation, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.*

**28. Non-Discrimination:** Pursuant to 49 CFR Part 26, The Contractor and its subcontractor/subconsultant shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of USDOT-assisted contracts. Failure by the Contractor to carry out these requirements represents a material breach of this contract, which may result in the termination of this contract or such other remedy as MetroPlan, with the funding agency's concurrence, deems appropriate, which may include, but is not limited to:

- Withholding payments;
- Assessing sanctions;
- Liquidated damages; and/or
- Disqualifying the contractor from future bidding on the grounds of being non-responsible.

The Contractor shall establish a program that will ensure nondiscrimination in the award and administration of contracts and subcontracts.

The Contractor shall designate a full-time employee who shall be responsible for the administration of the contractor's DBE program.

The Contractor shall prohibit agreements in which a DBE promises not to provide subcontracting quotations to other bidders.

**29. Excluded Parties:** The federal funding in this Agreement is considered a covered transaction under 2 CFR 1200.220 for purposes of debarment and suspension considerations. Thus, agreements for contractors/consultants and their subcontractors/consultants are subject to this requirement. The Contractor and its Subcontractors are prohibited from making any award or permitting any award at any tier to any party which has not established and maintained its entity registration on the federal System for Award Management or one that is debarred or suspended or otherwise excluded from or ineligible for participation in federal assistance programs pursuant to 2 CFR 200.212. The Contractor agrees to comply and assures the compliance of each third-party contractor at any tier, with Executive Orders Nos. 12549 and 12689, "Debarment and Suspension," 31 U.S.C. § 6101 note, and U.S. DOT regulations, "Government-wide Debarment and Suspension Non-

procurement)," and 2 CFR 200.212. The Contractor agrees to and assures that its third-party contractors will review the Excluded Parties Listing System and assure that its subcontractors establish and maintain entity registration on the System for Award Management before entering into any contracts.

**31. Conflict of Interest:** The Contractor and their subcontractors shall not enter into any contract, subcontract, or arrangement in connection with the project, in which a member, officer, or employee, during tenure or for one year thereafter has any interest, direct or indirect. If any such present or former member, officer, or employee involuntarily acquired or had acquired prior to the beginning of his or her tenure any such interest, and if such interest is immediately disclosed to MetroPlan, who must further report this to its funding agency, and may waive the prohibition contained in this paragraph, provided, that any such present member, officer, or employee shall not participate in any action by the Contractor or the locality relating to such contract, subcontract, or arrangement. The Contractor must disclose any such interest to MetroPlan within five business days of receipt of disclosure.

The contractor shall insert in all contracts entered into in connection with the project, and shall require its contractors to insert in each of their subcontracts, the following provision:

"No member, officer, or employee of the firm either during tenure or for one year thereafter shall have any interests, direct or indirect, in this contract or the proceeds thereof."

Pursuant to 2 CFR 1201.112, the Contractor shall disclose in writing any potential conflict of interest to MetroPlan; this requirement is passed to the Contractor's subcontractors. MetroPlan shall inform the funding agency who shall inform the Federal awarding agency in accordance with applicable Federal awarding agency policy.

**32. Indemnification:** The Contractor shall cause its contractor(s) and subcontractors, if any, to indemnify, defend, save and hold harmless the State of Arizona, any jurisdiction or agency issuing any permits for any work arising out of this Agreement, and their respective directors, officers, officials, agents, and employees (hereinafter referred to as "Indemnitee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of the Contractor's contractor or any of the directors, officers, agents, or employees or subcontractors of such contractor. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such contractor to conform to any federal, state, or local law, statute, ordinance, rule, regulation, or court decree. It is the specific intention of the parties that the Indemnitee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnitee, be indemnified by such contractor from and against any and all claims. It is agreed that such contractor will be responsible for primary loss investigation, defense, and judgment costs where this indemnification is applicable.

**33. Copyright:** Pursuant to 23 CFR 420.121 (b), the State and their subrecipients may copyright any books, publications, or other copyrightable materials developed during a U.S. DOT funded project. The U.S. DOT funding agency reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the work for Government purposes.

- 34. Energy Conservation:** The Contractor is required to comply with mandatory standards and policies, as applicable relating to energy efficiency which are contained in the State Energy Conservation Plan issued by the State of Arizona in compliance with the Energy Policy and Conservation Act (P.L. 94-163).
- 35. Drug Free Workplace:** The Contractor agrees to comply with the laws governing a drug and alcohol-free workplace in compliance with the Federal Drug-Free Workplace Act of 1988 and 23 CFR 630.112(c)(3) when and where relevant.
- 36. FTA Funding; Certifications and Assurances:** In the event there is FTA funding for work under this Contract, on an annual basis, the Contractor must agree to comply with all categories of the FTA Certifications and Assurances applicable to the Contract. The FTA Certifications and Assurances will be provided to the Contractor under separate packet as they are released by FTA. Continuation of this Agreement shall be contingent on completion and submission of that packet within the deadline expressed at time of distribution. The FTA Certifications and Assurances, as modified and accepted each year shall be considered incorporated into this Agreement by reference.

The Parties understand and agree that not every provision of the Certifications and Assurances will apply to every Project. The type of Project will determine which Certifications and Assurances apply.

The Contractor also understands and agrees that these Certifications and Assurances are pre-award requirements, generally required by Federal law or regulation, and do not include all Federal requirements that may apply.

The Contractor is ultimately responsible for compliance with the Certifications and Assurances that apply to itself or its Project, even if a Subcontractor or other Third-Party Participant may be involved in your Project, except as FTA determines otherwise in writing. For this reason, we require the Contractor to take the appropriate measures, including, but not limited to, obtaining sufficient documentation from each Subcontractor and other Third-Party Participant to assure the validity of applicable Certifications and Assurances.

Completion and Signing of an FTA Certification and Assurances document is a requirement and a condition to receive FTA funding for any project and does not relieve the contractor of any obligation of other certifications or assurances required in any contracting process and should be treated as an addition to such certifications and assurances.

FTA Certification and Assurances are incorporated herein by reference. They may be obtained at <https://www.transit.dot.gov/funding/grantee-resources/certifications-and-assurances/certifications-assurances>.

- 37. Incorporation of Federal Provisions:** All contractual provisions of 2 CFR 200 et seq and those required by the U.S. Department of Transportation are hereby incorporated by reference. All applicable clauses shown in the FTA Master Agreement between the State and FTA apply to each Project funded by the Arizona Department of Transportation using FTA funds. Any requirements of the Stewardship Agreement between the State and FHWA apply to each Project funded by the Arizona Department of Transportation using FHWA funds. This provision shall be incorporated in any subcontractor/consultant, or lower-tier agreement for which funds from this contract shall be used for payment.

- 38. Immigration and E-Verify:** To the extent applicable under Arizona Revised Statutes Section 41-4401, each

Party and its subcontractors/consultants warrants their compliance with all federal immigration laws and regulations that relate to their employees and their compliance with the E-Verify requirements under Arizona Revised Statutes Section 23-214(A). A breach of the above-mentioned warranty by any Party or its subcontractors shall be deemed a material breach of the Agreement and may result in the termination of the Agreement by the non-breaching Parties. Each Party retains the legal right to randomly inspect the papers and records of the other Parties' or its subcontractors' employees who work on the Agreement to ensure that the Parties or its subcontractors are complying with the above-mentioned warranty.

- 39. Americans with Disabilities Act:** The Contractor assures that it will comply with applicable provisions of the Americans with Disabilities Act (ADA), (Public Law No. 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act including 28 CFR parts 35-36, and applicable provisions of 49 CFR Parts 27, 37 and 38: Transportation for Individuals with Disabilities; Final Rule. The parties to this Agreement shall comply with Executive Order Number 2009-09 issued by the Governor of the State of Arizona and incorporated herein by reference regarding "Non-Discrimination".
- 40. Fly America:** The Contractor agrees to comply with 49 U.S.C. 40118 (the "Fly America" Act) in accordance with the General Services Administration's regulations at 41 CFR Part 301-10, which provide that recipients of Federal funds and their contractors are required to use U.S. Flag air carriers for U.S Government-financed international air travel and transportation of their personal effects or property, to the extent such service is available, unless travel by foreign air carrier is a matter of necessity, as defined by the Fly America Act. The Contractor shall submit, if a foreign air carrier was used, an appropriate certification or memorandum adequately explaining why service by a U.S. flag air carrier was not available or why it was necessary to use a foreign air carrier and shall, in any event, provide a certificate of compliance with the Fly America requirements. The Contractor agrees to include the requirements of this section in all subcontracts that may involve international air transportation.
- 41. Israel Boycott Not Permitted:** State Legislation has been enacted to prohibit a public entity from contracting with a value of \$100,000 or more with a company currently engaged in a boycott of Israel. To ensure compliance with A.R.S. §35-393.01, the Contractor warrants that it is not engaged in a boycott of Israel as defined in A.R.S. 35-393 et seq.
- 42. Forced Labor of Ethnic Uyghurs Ban:** Pursuant to Arizona Revised Statutes § 35-394, the Contractor warrants and by signing this Contract and so certifies that it does not currently, and agrees for the duration of the contract that it will not use the forced labor of ethnic Uyghurs in the People's Republic of China, any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China, or any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. If the Contractor becomes aware during the term of this Agreement that the Contractor is not in compliance with this certification, the Contractor shall notify the Agency within five business days after becoming aware of the noncompliance, and within 180 calendar days after notice, provide written certification that the Contractor has remedied the noncompliance. This item does not apply to not-for-profit organizations or organizations with fewer than ten (10) full-time employees.
- 43. Prohibition on certain telecommunications and video surveillance services or equipment:** Pursuant to 2 CFR 200.216, the Contracting Agency and Contractors and Subcontractors are prohibited from procuring, obtaining, or renewing a contract to procure or obtain video surveillance and telecommunications equipment, equipment, services, or systems produced by Huawei Technologies Company or ZTE Corporation, Hytera

Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company or any subsidiary or affiliate of such entities; or from companies reasonably believed by the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

- 44. Promoting Free Speech and Religious Liberty:** The Contractor shall ensure that all funds under awarded in this Project shall be expended in full accordance with the U.S. Constitution, Federal Law, and statutory and public policy requirements: including, but not limited to, those protecting free speech, religious liberty, public welfare, the environment, and prohibiting discrimination.
- 45. Mandatory Disclosures:** Pursuant to 2 CFR 200.113, The Contractor shall disclose, in a timely manner, in writing to the Department, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the contract. Failure to make required disclosures can result in any of the remedies described in 2 CFR 200.339.
- 46. Contracts for construction, acquisition of goods, or rolling stock valued at more than \$150,000 - Buy America:** The contractor agrees to comply with 49 U.S.C. 5323(j) and 49 C.F.R. part 661, which provide that Federal funds may not be obligated unless all steel, iron, and manufactured products used in US DOT funded projects are produced in the United States, unless a waiver has been granted by the funding USDOT agency, or the product is subject to a general waiver. General waivers are listed in 49 C.F.R. § 661.7. Separate requirements for rolling stock are set out at 49 U.S.C. 5323(j)(2)(C) and 49 C.F.R. § 661.11.

Contractor shall comply with 49 USC 5323(j) and 49 CFR 661, stating that Federal funds may not be obligated unless steel, iron, and manufactured products used in USDOT-funded projects are produced in the United States, unless a waiver has been granted by the funding USDOT agency, or the product is subject to a general waiver. General waivers are listed in 49 CFR 661.7, and include software, microcomputer equipment and small purchases (currently less than \$150,000) made with capital, operating, or planning funds. Separate requirements for rolling stock are stated at 5323(j)(2)(C) and 49 CFR 661.11. Rolling stock must be manufactured in the US and have a minimum 65% domestic content for FY2019 and a minimum 70% domestic content for FY2020 and beyond. A bidder or offeror shall submit appropriate Buy America certification to the recipient with all bids on USDOT-funded contracts, except those subject to a general waiver. Proposals not accompanied by a completed Buy America certification shall be rejected as non-responsive. This requirement does not apply to lower-tier subcontractors.

- 47. Construction Contracts - Equal Employment Opportunity:** Pursuant to 2 CFR 200 Appendix II (C) Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”
- 48. Construction Contracts - Davis-Bacon Act:** Pursuant to 2 CFR 200 Appendix II (D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-

Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

- 49. Work Employing Mechanics or Laborers:** Pursuant to 2 CFR 200 Appendix II (E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- 50. Insurance:** In addition to the insurance requirements in Exhibit C, MetroPlan shall insert the insurance requirements from their Grant Agreement as the minimum requirements to be met by the Prime and any Subcontractors.
- 51. DELIVERABLES / DISCLAIMER:** To meet the requirements of 23 CFR 420.117(e), the Contractor and its Subcontractors shall include the following disclaimer in each deliverable.

*This report was funded in part through grants from the Federal Highway Administration, U.S. Department of Transportation. The contents of this report reflect the views of the authors, who are responsible for the facts and the accuracy of the data, and for the use or adaptation of previously published material, presented herein. The contents do not necessarily reflect the official views or policies of the Arizona Department of Transportation or the Federal Highway, U.S. Department of Transportation. This report does not constitute a standard, specification, or regulation. Trade or manufacturers' names that may appear herein are cited only because they are considered essential to the objectives of the report. The U.S. government and the State of Arizona do not endorse products or manufacturers.*

**52. Geographical Information Systems (GIS) Data:** GIS data used during the Study will be provided in the electronic Study close-out file via Compact Disc (CD) or thumb drive. An additional copy should also be submitted to the Local Public Agency (LPA) or Tribal Government representative as applicable.

Such data will be in the format of a geodatabase containing all spatial and related data used in the Study. The data will be in the coordinate system: NAD\_1983\_StatePlane\_Arizona\_Central\_FIPS\_0202\_Feet\_Intl for all geospatial data submitted. The GIS Attributes Table will use the exact format and field names as provided by the Arizona Department of Transportation, Multimodal Planning Division, GIS Team. Please do not alter the field names, order, or format at all so Department staff can easily consolidate all proposed projects derived from all planning studies completed. Please complete an attributes table for each state highway system proposed project recommended by the study. Each attributes table should be filled out according the Attributes Table Guidance and follow ATIS Nomenclature Standards. This information may be found at: <https://azdot.gov/planning/transportation-studies>.

**53. GIS Metadata Standards:** GIS metadata helps to incorporate all known characteristics of a dataset so that those that are not familiar with the data can gain from its knowledge. GIS metadata should be delivered as an XML file. The metadata should include information on, but is not limited to the following:

- Data summary
- Data description
- Data credits (if from existing data what modifications were made?)
- Data creation methods
- Purpose for creating the data
- Contact information for questions
- Updates schedule
- Data steward
- Data extent (i.e., statewide, county wide, etc.)
- Data type (i.e., point, line, or polygon, raster, etc.)
- Limitations of the data
- Scale range (if any)
- Include any associated domain values
- Tags (i.e., searchable words for this data)

**54. Contractor Responsibility:**

Any contract awarded to accomplish this project establishes a Contractor relationship, as defined by 2 CFR §200.331, with the Department, and shall not establish a Subrecipient relationship and the disbursement of Federal program funds casts the party receiving the funds in the role of a Contractor.

This project is funded under Assistance Listing Number 20.939, Safe Streets and Roads for All (SS4A), FHWA 80%. All terms and conditions required for Contractors / Subcontractors of federal recipients under this funding source and according to 2 CFR §200 et seq. shall apply.

**55. Federally funded Projects:** Pursuant to 23 CFR 420.121, ~~the Arizona Department of Transportation~~ MetroPlan may copyright any books, publications, or other copyrightable materials developed in the course of the Project. The funding Federal agency reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the work for Government purposes.

This contract does not establish a subrecipient relationship. Any awarded contract establishes a Contractor relationship. A Contractor shall not be entitled to any copyright for anything created for, though, or as a result of this project.

The Contractor shall not release any material, report, or other document related to this project without the written approval of the contracting agency. The Contractor shall not present information related to this project without the written approval of the contracting agency.

Pursuant to 23 CFR 420.121 (i), patents and inventions developed in the course of the Project are subject to federal standard patent rights at 37 CFR 401.14, incorporated herein by reference. The Contractor will retain all rights provided for the State in this clause, and the State will not, as part of the consideration for awarding the contract, obtain rights in the Contractor's subject inventions. However, the State shall be granted an immediate, irrevocable right to use, without royalty or fee, the subject invention for its purposes related to this project.

~~In the event a DBE goal is required, all Contractors and Sub-contractors must be registered in the ADOT DBE System. For DBE Subcontractor/Contractor removals from an active Project, a Termination / Substitution / Reduction Request Form (Form 108C) is required, followed by approval from the ADOT Business Engagement and Compliance Office (BECO). If a replacement DBE subcontractor shall be added to the project and/or the same goal committed to on the approved DBE forms will be met, no additional forms are needed. If this is not the case, then the Good Faith Effort (GFE) is also required. All forms are available at <https://azdot.gov/business/procurement/federal-forms-and-provisions>.~~

~~—If removal of a DBE Subcontractor/Contractor is requested, submit the required form for DBE removal to the ADOT Business Engagement and Compliance Office (BECO). The Contractor must copy on the form submission and make sure the response from BECO is forwarded to: the Procurement Officer, the project manager, and [MPDContracts@azdot.gov](mailto:MPDContracts@azdot.gov).~~

~~Modifying subcontractors will require submission of revised DBE forms and approval from BECO and Department's Procurement Office if the modifications alter the DBE commitment on the project.~~

**56. Prompt Payment:** The funding in this Contract includes reimbursement to MetroPlan of expenditures necessary to accomplish the Project. Payment by MetroPlan may not rely on receipt of funds from the Arizona Department of Transportation before paying Contractors.

Pursuant to 49 CFR 26.29 prime Contractors must pay Subcontractors for satisfactory performance (i.e., all the tasks called for in the subcontract for the invoicing period have been accomplished and documented as required by MetroPlan and any deliverables are approved by MetroPlan) of their contracts no later than 7 days from receipt of each payment MetroPlan makes to the prime Contractor. The prompt payment provision applies to Subcontractors at all tiers. This applies to all Subcontractors, not just DBEs.

In the event the Prime fails to invoice according to its scheduled invoicing activities, and in any case where a Prime's invoice has been rejected through no fault of the subcontractor's performance, the Prime shall pay each Subcontractor for satisfactory work completed in no more than 30 calendar days from receipt of invoice for that work.

In the event this project is federally funded, or if there is voluntary DBE participation in a State-funded project, the project will be entered as a contract or task order in the Arizona DBE & OJT System (DOORS for ADOT-Procured Projects, "LPA DBE System" for Subrecipient Procured Projects). Payment audits are required. For training on completing payment audits, please see the video: <https://www.youtube.com/watch?v=QFZJHmN1I>.

- 57. Discovery or Admission into Evidence:** The Contractor is herein notified of 23 USC §409. The Contractor shall include the notice in each Subcontractor agreement wherein the scope includes relative completion or submission of reports, surveys, schedules, lists, or data compilation or collection.

Pursuant to 23 USC §409: Notwithstanding any other provision of law, reports, surveys, schedules, lists, or data compiled or collected for the purpose of identifying, evaluating, or planning the safety enhancement of potential accident sites, hazardous roadway conditions, or rail-way-highway crossings, pursuant to sections 130, 144, and 148 [152] of this title or for the purpose of developing any highway safety construction improvement project which may be implemented utilizing Federal-aid highway funds shall not be subject to discovery or admitted into evidence in a Federal or State court proceeding or considered for other purposes in any action for damages arising from any occurrence at a location mentioned or addressed in such reports, surveys, schedules, lists, or data.

- 58. Bidder's / Proposer's List Confirmation:** All proposers/bidders must complete an on-line bidders/proposers list in the AZUTRACS web portal (<http://www.azutracs.com/>) and submit the corresponding Bidder's List email confirmation notice with their proposal/bid. The AZUTRACS Project Number: \_\_\_\_\_ and Project Title: \_\_\_\_\_.

- 59. Limited Contact:** No direct contact with agency staff is permitted during the solicitation period except when contact is initiated as part of the evaluation or negotiation processes. Direct contact with other agency staff shall be made only after award.

- 60. Reaching Project Objectives:** Tasks in the scope are designed to accomplish project objectives. If, after the award, critical tasks or products must be changed or be added to the approved work plan in order to reach the stated objectives, a revised work plan and a budget that clearly demonstrates the original scope, the changes needed, and a justification for the changes shall be submitted. Such a modification must be requested by the agency's project manager, and appropriate budget approvals must be obtained, and a revised contract / amendment and/or purchase order must be issued prior to engaging in the work. The agency reserves the right to remove or reduce any tasks during the life of the project that are deemed unnecessary or no longer necessary to reach the project objectives. In the event the Contractor has already begun working on removed or reduced tasks that were scheduled or approved by the PM to already begin, the agency will reimburse that portion of the costs sufficient to make the Contractor whole, as required in federal regulations.

## EXHIBIT D, APPENDIX A

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "Contractor") agrees as follows:

1. **Compliance with Regulations:** The Contractor (hereinafter includes consultants) will comply with the Acts and the Regulations relative to Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Federal Highway Administration, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. **Non-discrimination:** The Contractor, with regard to the work performance by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program.
3. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the Contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the Contractor of the Contractor's obligations under this contract and the Acts and Regulations relative to Non-discrimination on the grounds of race, color, or national origin.
4. **Information and Reports:** The Contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or the Federal Highway Administration to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a Contractor is in the exclusive possession of another who fails or refuses to furnish the information, the Contractor will so certify to the Recipient or the Federal Highway Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. **Sanctions for Noncompliance:** In the event of a Contractor's noncompliance with the Non-discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or the Federal Highway Administration, may determine to be appropriate, including, but not limited to:
  - a. withholding payments to the contractor under the contract until the contractor complies; and/or
  - b. cancelling, terminating, or suspending a contract, in whole or in part.
6. **Incorporation of Provisions:** The Contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The Contractor will take action with request to any subcontract or procurement as the Recipient, or the Federal Highway Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Contractor becomes involved in, or is threatened with litigation by a subcontractor or supplier because of such direction, the Contractor may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the Contractor may request the United States to enter into the litigation to protect the interests of the United States.

#### EXHIBIT D APPENDIX B: CLAUSES FOR DEEDS TRANSFERRING UNITED STATES PROPERTY

The following clauses will be included in deeds affecting or recording the transfer of real property, structures, or improvements thereon, or granting interest therein from the United States pursuant to the provisions of Assurance 4.

NOW, THEREFORE, the U.S. Department of Transportation as authorized by law and upon the condition that MetroPlan will accept title to the lands and maintain the project constructed thereon in accordance with Title 23, United States Code the Regulations for the Administration of Federal Aid for Highways, and the policies and procedures prescribed by the Arizona Department of Transportation, Federal Highway Administration and the U.S. Department of Transportation in accordance and in compliance with all requirements imposed by Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. § 2000d to 2000d-4), does hereby remise, release, quitclaim and convey unto the MetroPlan all the right, title and interest of the U.S. Department of Transportation in and to said lands described in Exhibit A attached hereto and made a part hereof.

(HABENDUM CLAUSE) TO HAVE AND TO HOLD said lands and interests therein unto MetroPlan and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or structures are used for a purpose for which Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits and will be binding on the MetroPlan, its successors and assigns.

MetroPlan, in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person will on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination with regard to any facility located wholly or in part on, over, or under such lands hereby conveyed [...] and]\* (2) that the MetroPlan will use the lands and interests in lands and interests in lands so conveyed, in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations and Acts may be amended, [and (3) that in the event of breach of any of the above mentioned non-discrimination conditions, the Department will have a right to enter or re-enter said lands and facilities on said land, and that above described land and facilities will thereon revert to and vest in and become the absolute property of the U.S. Department of Transportation and its assigns as such interest existed prior to this instruction].\*

\*Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to make clear the purpose of Title VI.

EXHIBIT D APPENDIX C: CLAUSES FOR TRANSFER OF REAL PROPERTY ACQUIRED OR IMPROVED UNDER THE ACTIVITY, FACILITY, OR PROGRAM

The following clauses will be included in deeds, licenses, leases, permits, or similar instruments entered into by the MetroPlan pursuant to the provisions of Assurance

7(a):

A. The (grantee, lessee, permittee, etc. as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree [in the case of deeds and leases add “as a covenant running with the land”] that:

1. In the event facilities are constructed, maintained, or otherwise operated on the property described in this (deed, license, lease, permit, etc.) for a purpose for which a U.S. Department of Transportation activity, facility, or program is extended or for another purpose involving the provision of similar services or benefits, the (grantee, licensee, lessee, permittee, etc.) will maintain and operate such facilities and services in compliance with all requirements imposed by the Acts and Regulations (as may be amended) such that no person on the grounds of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities.

B. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Nondiscrimination covenants, MetroPlan will have the right to terminate the (lease, license, permit, etc.) and to enter, re-enter, and repossess said lands and facilities thereon, and hold the same as if the (lease, license, permit, etc.) had never been made or issued.\*

C. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Nondiscrimination covenants, MetroPlan will have the right to enter or re-enter the lands and facilities thereon, and the above described lands and facilities will there upon revert to and vest in and become the absolute property of MetroPlan and its assigns\*.

\*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.

## EXHIBIT D, APPENDIX E

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "Contractor") agrees to comply with the following non-discrimination statutes and authorities, including but not limited to:

### Pertinent Non-Discrimination Authorities:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
  - The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects).
  - Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex).
  - Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27.
  - The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age).
  - Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
  - The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, subrecipients and contractors, whether such programs or activities are Federally funded or not);
  - Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38;
  - The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex).
  - Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations.
  - Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100).
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1687 et seq)

**EXHIBIT E, RFP/RFQ ATTACHMENT A | LOBBYING CERTIFICATION FOR  
CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

**PURSUANT TO 49 CFR 20, SUBPART F, APPENDIX A**

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

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

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. [SF-LLL 9707V01.pdf](#)

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

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

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Signature/Title

Date

---

**\*\*See Exhibit F RFP, page 95 for signed forms**

*Please indicate here if you are required to submit Standard Form LLL as required in item (2) above:*    ☐ Yes    ☐ No

## EXHIBIT F | PROPOSAL SUBMITTED BY KITTELSON & ASSOCIATES, INC.

### METROPLAN

# Safe Streets Master Plan

## Partners with Purpose

We've assembled a team that brings more than technical expertise - we offer deep knowledge of the Flagstaff region, creative problem solving, and a proven track record of delivering complex, multi-agency plans. Our approach is purpose-built to support MetroPlan and its member agency's goals: a practical, fundable, and community-supported roadmap for a safer, connected transportation future.

**KITTELSON & ASSOCIATES**  
Project Management; Planning; Safety Analysis; Complete Streets Design Guidelines; Travel Demand Modeling; Policy and Code Review

**FOR**  
Transit Planning; Financial and Funding Plan; Coordination with ADOT

**NAU**  
Travel Demand Modeling; Ground Truthing, Research Support

**iteris**  
ITS Plan

**HIGH STREET**  
GIS-Based Tool Development

**beta Pr**  
Communications and Engagement

**Dig**  
Studio  
Streetscape Concepts, Visualizations

**Greenlight**  
Traffic Engineering  
HSIP Grant Application Support

**DESIGNWORKSHOP**  
Context-Sensitive Design

**Millar Consulting Services**  
National Complete Streets Expert

JULY 16, 2025

MetroPlan Flagstaff  
6 E. Aspen Ave., Suite 200  
Flagstaff, AZ 86001

Kittelson & Associates, Inc.  
101 N. 1st Avenue, Suite 1950; Phoenix, AZ 85003  
Phone: 602.541.4358; Fax: 520.544.9616  
Email: vyellissetty@kittelson.com

### RE: Kittelson Response - MetroPlan Safe Streets Master Plan

Dear MetroPlan Members of the Selection Committee:

As the Flagstaff community seeks safer, more reliable ways to get around, the need for a connected and sustainable transportation system becomes increasingly clear. The Safe Streets Master Plan (SSMP) builds on regional momentum to deliver a clear, actionable strategy to improve safety, enhance mobility, and expand multimodal access. That's where we come in - a trusted team that brings bold ideas and proven strategies that lead to real, on-the-ground results.

We bring hands-on experience and nationally recognized leadership to help Flagstaff and MetroPlan deliver a SSMP that is visionary, practical, and ready for implementation. Local staff Vamshi Yellisetty and Phyllis Davis have led transportation master plans and context-sensitive street design guidelines across Arizona, including in Gilbert, Mesa, Marana, and Phoenix - ensuring each plan is tailored, actionable, and grounded in local needs. Our team brings the following strengths:

- **Proven Experience Across the Country:** We've delivered Transportation Master Plans and Complete Streets Guidelines for communities across the U.S. - from Bend, OR to Gilbert, AZ, Sarasota, FL, Philadelphia, PA, and statewide in Maryland and Pennsylvania. Our work extends beyond planning - we help agencies write, codify, and adopt policies and standards that lead to real-world results.
- **National Leadership in Complete Streets:** Jeff Riegner and Roger Millar are nationally respected leaders and active contributors to Smart Growth America's Complete Streets Coalition, ensuring our approach reflects current best practices and advances in safe, equitable mobility.
- **Trusted Advisors in Policy and Adoption:** Karen Swirsky brings extensive experience helping agencies develop, align, and adopt multimodal plans, zoning updates, and design standards. She understands how to build consensus and navigate the complexities of implementation and adoption.

On behalf of our team, we're excited to support this important effort and continue our partnership with MetroPlan and the Flagstaff region.

Vamshi Yellisetty, AICP, PTP | Project Manager  
Kittelson & Associates | E: vyellissetty@kittelson.com | M: 602.541.4358

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## A Experience of Assigned Staff

We bring the technical depth and creative spark to transform complex challenges into actionable solutions. Drawing from proven successes and innovative thinking, our team delivers tailored, implementation-ready strategies. The following examples showcase the breadth and relevance of experience we'll bring to your project.

### City of Bend, Oregon

#### Integrated Transportation Planning & Policy Support

Kittelson has been a trusted partner to the City of Bend - a fast-growing, high-desert community with challenges and opportunities that mirror those of Flagstaff, including seasonal tourism, rapid growth, and a strong outdoor and university presence.

**Bend Transportation System Plan (TSP).** Kittelson led the City's first major TSP update in nearly 20 years - during which the population more than doubled. The resulting multimodal investment plan was unanimously adopted by City Council and directly supported the passage of a \$190 million General Obligation Bond, with several bond-funded projects now underway. The City is now actively using the TSP to guide project delivery, policy updates, and bond implementation—turning vision into action.

- Facilitated a citywide advisory committee (25+ members) and a decision-maker Steering Committee to build consensus and transparency across phases.
- Introduced new policies centered on equity, safety, limiting road widening, and requiring Complete Streets for new projects - laying the foundation for subsequent code and design standard updates.
- Created a funding-aligned framework (near-, mid-, long-term) to sort and prioritize multimodal projects, establishing a strong foundation for community support and bond success
- Identified and planned for low-stress bike networks, pedestrian improvements, ITS investments, safety enhancements, and mobility hubs.

Due to the success of the City-led TSP, the Kittelson team was selected to lead the [Bend MPQ's Metropolitan Transportation Plan](#), continuing our work to shape a cohesive, multimodal future for the broader region.

**Neighborhood and Subarea Planning.** Kittelson has led multiple subarea plans, including the [Westside TGM Plan](#) (centered around OSU-Cascades, similar in context to NAU) and the [Transportation Safety Action Plan](#). These efforts prioritized safety, traffic calming, and active transportation - guided by inclusive community engagement.

**Policy and Funding Alignment.** To support implementation, our team updated the City's System Development Charge (SDC) methodology and developed a Transportation Utility Fee - aligning revenue tools with growth and equity. Our work included trip modeling, cost allocation, and policy drafting to advance fiscally responsible, safety-first strategies.



- TMP & LRTP Development
- Robust Engagement
- Scenario-Based Modeling
- Safety + Equity at the Core
- Code + Street Standards
- Funding & Phasing Strategy

"Frankly, this is the best overall transportation planning effort I have ever experienced."  
- Gary Farnsworth, Former ODOT Region 4 Manager

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Kittelson & Associates

A. Experience of Assigned Staff

B. Staff Resumes

C. Project Approach

D. Fee Proposal

## Town of Gilbert, Arizona

### Integrated Multimodal Transportation Plan

Kittelson led the Town of Gilbert's first truly integrated, multimodal Transportation Master Plan - redefining the community's approach to street design and mobility. This award-winning effort serves as a strong model for MetroPlan's Safe Streets Master Plan: visionary yet practical, deeply collaborative, and focused on delivering results.

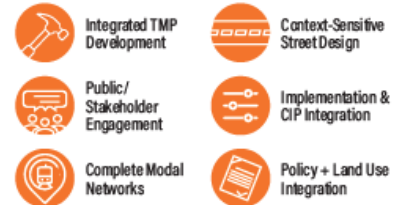
**Multiple Plans, One Unified Framework.** We brought together six interconnected plans - a [Transportation Master Plan](#), [Trails Master Plan](#) and [Design Toolbox](#), [Transit Master Plan](#), [Context-Sensitive Street Typology Design Guidelines](#), [Emerging Technology Playbook](#), and [Downtown Circulation Plan](#) - into a single, action-ready framework. This mirrors MetroPlan's goal to integrate the LRTP, TMP, design guidance, and policy/code updates into a seamless, implementation-focused plan.

**Implementation-Focused Planning.** Gilbert's TMP went beyond visioning. It included detailed cost estimates, phasing, and direct linkage to the Capital Improvement Plan (CIP), positioning projects for near-term funding. This structure reflects the kind of "shovel-worthy" planning MetroPlan needs to maximize SS4A grant outcomes and readiness.

**Collaboration at Every Level, and Across Jurisdictions.** The TMP fostered interdepartmental coordination (including planning, public works, transportation, economic development, etc.), while actively coordinating with regional partners including Mesa, Chandler, Queen Creek, MCDOT, and MAG. This inclusive and inter-jurisdictional approach improved plan integration, streamlined delivery, and set a precedent for shared ownership—critical for MetroPlan's multi-agency planning context.

**Design + Policy Integration.** The TMP included a robust context-sensitive design toolbox that informed policy conversations around land use, development review, and Complete Streets. The Town now actively uses this typology during design workshops in the project development phase - offering a strong model for MetroPlan to embed multimodal safety into both planning and implementation.

**Institutionalized Collaboration & Coordination.** Gilbert's TMP has created lasting change - transforming internal operations, institutionalizing cross-department collaboration, streamlined approvals, and laying the groundwork for joint funding applications and enhanced regional partnerships.



*"I don't think the level of customer service we have received from Kittelson can be overstated. I have worked closely with Vamshi and Phyllis extensively and the level of customer service we have received from them has remained consistently high. Specifically, to our Transportation Master Plan, they provided us a beautifully executed useful document. I would like to highlight useful, as I have done a number of transportation plans that were more of a check box item with very little actionable information. Our TMP is not like that."*

*- Jason Hafner, Town of Gilbert*

## City of Sarasota, Florida Engineering Design Criteria Manual (EDCM)

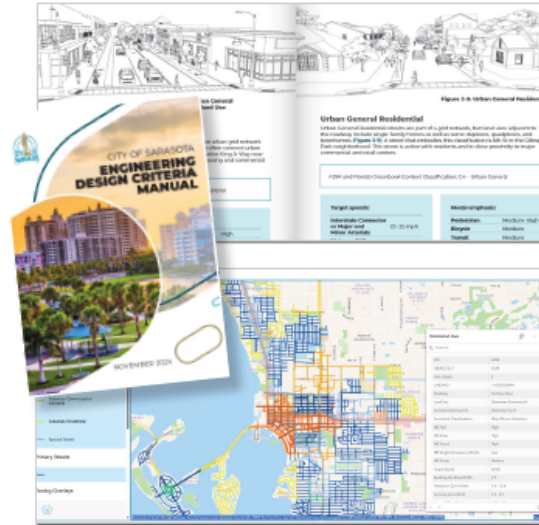
Kittelson led a transformative update to the [City of Sarasota's Engineering Design Criteria Manual](#) - replacing outdated standards with a modern, user-friendly, and context-sensitive framework that supports safe, multimodal infrastructure. This project provides a strong model for MetroPlan's SSMP: technically sound, community-focused, and designed for easy integration.

**Implementation-Ready Design Standards.** Developed in close coordination with City departments and unanimously adopted by the City Commission, the EDCM will govern all City-led and private development projects starting in 2026. The plan includes phasing guidance, street typologies, and applicability criteria - offering the kind of shovel-ready clarity MetroPlan and Flagstaff needs to support grant funding and CIP alignment.

**Context-Driven, Multimodal Street Design.** The manual introduces a new *context-based classification system* that links design elements to land use, community goals, and modal priorities. It provides flexible guidance for complete street designs that balance vehicular, pedestrian, and bicycle needs - mirroring MetroPlan's call for safe, place-based networks that serve vulnerable road users.

**Integrated Guidance + Digital Tools.** Kittelson developed an intuitive, graphics-rich manual supported by online tools and cross-referenced chapters that help users quickly identify applicable standards. This digital-forward approach makes it easier for practitioners and developers to apply the guidance consistently and effectively.

**Sustainable, Resilient, People-Centered Infrastructure.** The updated EDCM improves Sarasota's infrastructure resilience with modern stormwater and erosion standards, while prioritizing multimodal access and context-sensitive design - modeling the Safe System and equity-forward design principles that MetroPlan aims to embed in its regional planning.



Context-Sensitive Design Standards



Implementation-Ready Guidance



Digital + User-Friendly Tools



Equity + Resilience Integration



Cross-Department Usability



Policy Integration & Adoption

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Kittelson & Associates

A. Experience of Assigned Staff

B. Staff Resumes

C. Project Approach

D. Fee Proposal

## City of Philadelphia, PA Complete Streets Design Handbook

Kittelson partnered with the City of Philadelphia's Office of Transportation, Infrastructure, and Sustainability (OTIS) to complete the 2017 Complete Streets Handbook and subsequent 2023 and 2024 updates to align the Handbook with the City's Traffic Engineering Standards (TES) and Right-of-Way Improvement Standards (ROWIS) and to integrate best practices from peer cities and national design guides. This effort resulted in a modern, implementable framework that strengthens interagency alignment, promotes multimodal safety, and sets a strong precedent for MetroPlan's regional approach.

**Integrated, Multimodal Design Guidance.** Kittelson led a comprehensive audit of City design guidance, developed updated standards for transit, bikeways, and traffic calming, and consolidated key elements of the Handbook, TES, and ROWIS to create a unified, implementation-ready resource. The result supports consistent delivery of Complete Streets projects across all City agencies.

**Consensus-Driven and Community Informed.** Through working groups, stakeholder forums, and public outreach including OTIS, the Streets Department, PCPC, DVRPC, SEPTA, and PennDOT, Kittelson ensured the updates reflected broad input and agency buy-in. This process provides a strong model for MetroPlan's emphasis on transparency, collaboration, and regional alignment.

**Street Types that Reflect Context and Priorities.** Kittelson developed new multimodal street types that reflect Philadelphia's varied land use and modal priorities, balancing pedestrian, bike, transit, and vehicle needs. These typologies are now embedded in the City's public GIS platform, improving accessibility and providing a practical model for MetroPlan's own data-driven, context-sensitive street network planning.

**Policy Review and Alignment.** A thorough audit of 35 planning and design documents ensured alignment with the City's Complete Streets policy and national best practices. This work helps institutionalize multimodal priorities across agency operations, exactly the kind of policy to practice alignment MetroPlan is seeking.

**Updated Checklist for Clearer Compliance.** Kittelson redesigned the City's Complete Streets Checklist to make compliance simpler and more enforceable. The updated tool provides clear, actionable criteria that ensure consistency and accountability, helping bridge the gap between planning and implementation, and offering a replicable template for MetroPlan.



Contextual Street  
Typologies



Unified Engineering +  
Planning Guidance



Digital + User-  
Friendly Tools



Stakeholder +  
Community Alignment



Cross-Agency  
Usability



Scalable,  
Actionable Tools

Appendix. Forms

Appendix. Resumes

MetroPlan | Safe Streets Master Plan

4

# B Staff Resumes

Experience. Expertise. Innovation. Familiarity. Commitment. We've assembled a strategic team with the technical expertise, local insight, and creative drive to deliver an innovative, community-focused plan. Our experts span planning, policy, safety, data, and design - with a unified focus on collaboration and results. The organizational chart highlights key personnel; additional team members are detailed in the cost proposal.

**PROJECT PRINCIPAL AND QA/QC**  
Hermanus Steyn PE

**PROJECT MANAGER**  
Vamshi Yellisetty AICP, PTP



CITY OF  
**FLAGSTAFF**



**COCONINO**  
COUNTY ARIZONA



## PROJECT KICK-OFF & COORDINATION

Lead: Vamshi Yellisetty, AICP, PTP

**Visioning, Policies & Goals Framework, Project Charter**  
Jeff Riegner, PE, PTOE, AICP, RSP1  
Karen Swirsky, AICP  
Vamshi Yellisetty, AICP, PTP

**Agency Coordination**  
Vamshi Yellisetty, AICP, PTP  
Phyllis Huegel, AICP

**Conflict Resolution**  
Jeff Riegner, PE, PTOE, AICP, RSP1  
Vamshi Yellisetty, AICP, PTP

**Schedule Tracker**  
Andrea Somishka

## DATA COLLECTION AND INVENTORY

Lead: Kyle Benne

## COMMUNITY ENGAGEMENT

Lead: Corner Cassens (BetaPR)

**Public Engagement**  
Corner Cassens (BetaPR)  
Phyllis Huegel, AICP

**Stakeholder Engagement**  
Jeff Riegner, PE, PTOE, AICP, RSP1  
Vamshi Yellisetty, AICP, PTP

**Branding & Marketing**  
Levin Grose  
Corner Cassens (BetaPR)

## TRANSPORTATION MASTER PLAN

Lead: Phyllis Huegel, AICP

**Multimodal Assessment**  
Andrea Somishka  
Morgan Dean, PhD, RSP1  
Felipe Ladon de Guevara PhD, PE, PTOE  
Rebecca Santiago (HDR)  
Edward Smaglik, PhD (NAU)

**Policies & Goals**  
Jeff Riegner, PE, PTOE, AICP, RSP1  
Karen Swirsky, AICP

**Travel Demand Modeling**  
Vamshi Yellisetty, AICP, PTP  
Steve Gehlke, PhD (NAU)

**Environmental Review**  
Susanna Schippers (HDR)

**Alternatives Evaluation & Project Prioritization**  
Vamshi Yellisetty, AICP, PTP  
Chris Romano, AICP, LEED  
Phyllis Huegel, AICP  
Kevin Ford, PhD, PE (High Street)

**Engineering & Feasibility**  
Felipe Ladon de Guevara PhD, PE, PTOE  
Brent Kirkman, PE (HDR)  
Jon Mark, PE, RSP1 (HDR)

**ITS & Technology**  
Michael Washkowiak, PE, PTOE (Itetis)  
Abby Morgan, PhD, PE

**Project Portfolio, CIP Integration**  
Vamshi Yellisetty, AICP, PTP  
Jeff Riegner, PE, PTOE, AICP, RSP1

## COMPLETE STREETS GUIDELINE

Lead: Jeff Riegner, PE, AICP, PTOE, RSP1

**Policies & Goals**  
Jeff Riegner, PE, AICP, PTOE, RSP1  
Roger Millar, PE, RAICP

**Street Typology Framework**  
Vamshi Yellisetty, AICP, PTP  
Bridger Helm, PE

**Complete Networks**  
Phyllis Huegel, AICP

**Design Tool box Development**  
Hermanus Steyn PE  
Felipe Ladon de Guevara PhD, PE, PTOE  
Chris Romano, AICP, LEED  
Bridger Helm, PE  
Vamshi Yellisetty, AICP, PTP

**Safety Integration**  
Jon Mark, PE, RSP1  
Morgan Dean, RSP1

**Sustainability, Placemaking, and Universal Design**  
Jennifer Musselman PE  
Chad Atabury, PLA, ASLA, LEED AP (Dig Studio)  
Jeff Riegner, PE, AICP, PTOE, RSP1

**Quick-Build Guidance**  
Chris Romano, AICP, LEED  
Bridger Helm, PE  
Caitlin Midner, AICP

**Implementation and Training**  
Chris Romano, AICP, LEED  
Bridger Helm, PE  
Jeff Riegner, PE, AICP, PTOE, RSP1

## POLICY, CODE, AND STANDARDS REVISIONS

Lead: Jeff Riegner, PE, AICP, PTOE, RSP1

**Zoning & Subdivision Code**  
Claire Hempel, PLA, AICP (Design Workshop)  
Karen Swirsky, AICP

**Engineering Code Analysis**  
Jeff Riegner, PE, AICP, PTOE, RSP1

**Development Review Guidance & TIA Update**  
Fernando Sotelo, PE

**Policy & Code Adoption**  
Jeff Riegner, PE, PTOE, AICP, RSP1  
Karen Swirsky, AICP

## IMPLEMENTATION PLAN

Lead: Vamshi Yellisetty, AICP, PTP

**Interactive Dashboard & Mapping**  
Yousef Dana, PE, RSP1 (High Street)  
Kevin Ford, PhD, PE (High Street)

**Finance and Funding Plan**  
Phyllis Huegel, AICP  
Gail Lewis - P3 (HDR)

**Performance Monitoring**  
Yousef Dana, PE, RSP1 (High Street)  
Kevin Ford, PhD, PE (High Street)

**Transportation Demand Management**  
Scott Curry AICP/CIU-A  
Fernando Sotelo, PE

**Plan Adoption**  
Jeff Riegner, PE, PTOE, AICP, RSP1  
Karen Swirsky, AICP  
Vamshi Yellisetty, AICP, PTP

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Kittelson & Associates

A. Experience of Assigned Staff

B. Staff Resumes

C. Project Approach

D. Fee Proposal

## Our Project Management Approach

Our team's project management approach is built on a foundation of transparency, communication, and strategic problem-solving. We combine tools, shared platforms, and a culture of accountability to ensure on-time, on-budget delivery across all phases.

### A Track Record of Collaboration that Delivers

Our team brings a proven history of collaboration - built on years of working together to deliver complex, multimodal transportation plans across the US. This is not a group of individuals working in parallel, but a cohesive team with established workflows, mutual trust, and complementary expertise. Familiarity with each other's strengths, working styles, and communication preferences allows us to avoid common collaboration pitfalls, move quickly, and operate efficiently. Together, we've led planning efforts for:

Teaming Partner	Sample Joint Projects
Kittelson + HDR	<ul style="list-style-type: none"> <li>SR 89 &amp; SR 267 Corridor Strategic Plan</li> <li>Space Coast TPO Regional Plan</li> <li>MAG I-10/I-17 Spine Study</li> </ul>
Kittelson + Greenlight	<ul style="list-style-type: none"> <li>NACOG Safety Action Plan</li> <li>Coconino County Safety Action Plan</li> <li>YMPO Long-Range Transportation Plan</li> </ul>
Kittelson + High Street	<ul style="list-style-type: none"> <li>MAG SunCloud AID Grant</li> <li>ADOT Freight Plan</li> </ul>
Kittelson + Design Workshop	<ul style="list-style-type: none"> <li>San Antonio Bike Network Plan</li> <li>Glendale Transportation Master Plan</li> </ul>
Kittelson + Dig Studio	<ul style="list-style-type: none"> <li>Gilbert SR 202 Trail Pre-Design</li> </ul>
Kittelson + Iteris	<ul style="list-style-type: none"> <li>City of Indian Wells General Plan; San Jacinto General Plan</li> </ul>



### Capacity & Continuity

We assembled this team not only for expertise - but for availability. Our key staff are immediately ready to begin work and are committed through completion. We also have designated backup staff and knowledge transfer plans to ensure seamless continuity if needed. A list current and anticipated workload for our key staff is included in the resumes.

### Proactive Schedule Tracking & Risk Management

We know that complex, multi-partner projects demand foresight and flexibility. Our approach includes:

- **Dedicated Schedule Manager:** Andrea Somishka will maintain a live project schedule and provide bi-weekly status updates during PMT meetings.
- **90 Days Action Plan:** This rolling roadmap, supported by subconsultant check-ins, keeps near-term tasks and long-term milestones aligned.
- **Study Team Tracking and Data Sharing Tools:** We use a centralized, cloud-based portal to manage tasks, deliverables, and schedules in real time - ensuring MetroPlan and partner agencies stay informed and coordinated.
- **Risk Register:** Developed at project initiation and updated monthly, our register assigns ownership, mitigation strategies, and timeline tracking. Preliminary risks we've identified, and our approach include:

Identified Risk	Our Mitigation Approach
Plan Integration Complexity	Develop a "Path Towards Adoption" critical path process to guide timing, alignment, and updates.
Interagency Coordination Delays	Establish a Project Working Group (PWG) with representatives from each entity, set regular check-ins, and embed interagency tasks in the master schedule.
Public Engagement Fatigue	Develop a unified, phased engagement strategy that integrates all plan elements - minimizing redundancy through combined meetings, interactive tools, and messaging that builds momentum and reinforces a cohesive vision.



## Vamshi Yellisetty AICP, PTP | Project Manager

### Education

MS, Civil Engineering Arizona State University; BE, Civil Engineering, Osmania University (India)

**Years at Firm/Experience:** 6/27

**Location:** Phoenix, AZ

### Qualifications

American Institute of Certified Planners; Institute of Transportation Engineers

**Time Available to Commit to Plan:** 70%

### Anticipated Workload & Time Commitment

NACOG Verde Valley Master Transportation Plan (20%)  
Glendale Transportation Master Plan (12%)

Vamshi is committed to delivering bold, achievable transportation solutions that improve safety, connectivity, and quality of life. As Project Manager, he'll be your dedicated partner - leading with collaboration, clear communication, and trust. With Vamshi, you get:

- Hands-on leadership to turn complex transportation challenges into clear, achievable strategies.
- Deep expertise across planning, engineering, and GIS, with a strong track record in multimodal planning, land use integration, and economic development.
- A focus on implementation, ensuring every plan leads to real, measurable outcomes.

### Why Vamshi?

- Collaborative, hands-on project manager with direct experience leading complex, multimodal TMPs
- Brings lessons learned from developing, politically sensitive phased TMPs and Design Guidelines
- Skilled in cross-disciplinary coordination across planning, policy, engineering, and outreach
- Known for out-of-the-box thinking that delivers implementable, community-driven solutions
- Deep regional knowledge and a track record of leading integrated, fundable plans in Arizona.
- Builds consensus through strategic, inclusive stakeholder and community engagement

### Relevant Experience

#### Gilbert Transportation Master Plan, Project Manager.

Vamshi oversaw the development of all six interconnected plans that formed Gilbert's first integrated, multimodal transportation blueprint. The effort established a corridor classification system with modal priorities and context-sensitive street typologies and culminated in a prioritized, actionable list of multimodal projects aligned with current and future mobility needs.

#### Phoenix Key Corridors Master Plan, Project Manager.


Vamshi served as project manager for this innovative plan to classify the city's street system and guide prioritized, multimodal improvements. Key elements include a corridor classification system with modal priorities and context-sensitive typologies, as well as a subarea assessment of employment centers to identify strategies for managing congestion and improving travel reliability.

#### MCDOT Transportation System Plan, Multimodal Lead.

Vamshi supported MCDOT's Transportation System Plan update, shaping the framework for future transportation needs in unincorporated Maricopa County. He led key tasks, including developing a countywide GIS database, integrating GIS data into the overall MCDOT data system, supporting travel demand modeling, and leading multimodal planning efforts.

#### Additional Experience Includes:

- NACOG Safety Action Plans, Project Principal
- Mesa Transportation Master Plan, Project Manager
- Yuma Long-Range Transportation Plan, Project Manager



**Education**  
MS, Geographic Information Systems/BS, Geography, Arizona State University

**Years at Firm/Experience:** 6/18

**Location:** Phoenix, AZ

**Qualifications**  
American Institute of Certified Planners

**Time Available to Commit to Plan:** 70%

**Anticipated Workload & Time Commitment**  
NACOG Verde Valley Master Transportation Plan (10%); Glendale Transportation Master Plan (20%)

## Phyllis Huegel <sup>AICP</sup> | Senior Planner

Phyllis brings a clear mission to every project: create practical, achievable solutions that make it safer and easier for people to reach the places that matter most. With a broad background in multimodal transportation planning, her expertise spans long-range regional plans, active transportation, transit feasibility, roadway safety, GIS data analysis, equity-focused strategies, and inclusive public engagement. Phyllis has a unique talent for translating complex data into clear, compelling metrics and visualizations - uncovering the real stories behind the numbers and helping communities make informed, people-centered decisions.

### Why Phyllis?

- Proven success delivering long-range transportation plans for MPOs and jurisdictions like Gilbert, Phoenix, Glendale, Marana, San Antonio, and MCDOT.
- Designs and leads inclusive outreach strategies that elevate underrepresented voices and build consensus across diverse communities.
- Leverages GIS, big data, and advanced analytics to uncover unmet needs, reveal equity gaps, and translate complex data into clear, actionable insights that drive informed decision-making.
- Will strive to be a trusted partner for MetroPlan, Flagstaff, Coconino County, and Mountain Line.

### Relevant Experience

**Gilbert Transportation Master Plan, Deputy Project Manager.** Led multimodal planning efforts, including developed complete multimodal networks; identified multimodal projects to address safety, circulation, and mobility needs; conducted an active transportation demand assessment and socioeconomic and equity analysis; led two-phased public and community engagement and outreach; and led overall report documentation

**Mesa Transportation Master Plan, Deputy Project Manager.** Oversaw the development of a multi-disciplinary team to develop a phased multimodal transportation plan for enhancing and improving transportation conditions in Mesa. Her work included stakeholder and community engagement, development of a new citywide street typology system, and evaluation of roadway and safety improvements.

**Glendale Transportation Master Plan, Project Manager.** She is overseeing a multi-disciplinary team to develop a phased multimodal transportation plan aimed at enhancing and improving transportation conditions in Glendale. The project includes developing new street design guidelines, creating a phased improvement plan, and updating the city's Capital Improvement Plan.

### Additional Experience Includes:

- San Antonio Bike Network Plan, Deputy PM
- MCDOT Transportation System Plan, Multimodal Planning Lead
- Marana Transportation Master Plan, Project Manager



## Jeff Riegner PE, AICP, PTOE, RSP1 | Design Guidelines & Policy

### Education

MS, Transportation Engineering,  
University of California at Berkeley;  
BCE, Civil Engineering, University of  
Delaware

Years at Firm/Experience: 3/34

Location: Philadelphia, PA

### Qualifications

Professional Engineer; American  
Institute of Certified Planners;  
Professional Traffic Operations  
Engineer; Road Safety Professional

Time Available to  
Commit to Plan: 50%

Anticipated Workload &  
Time Commitment: Maryland  
DOT On-Call (15%); On-Going  
Complete Streets Support (15%);  
Luzerne County Safety Action Plan  
(20%)

Jeff brings decades of experience at the intersection of transportation policy, planning, and design. A nationally recognized leader in Complete Streets and multimodal design, Jeff has shaped bicycle and pedestrian networks across the country and led high-impact safety efforts, including multiple SS4A Safety Action Plans and state-level Vulnerable Road User Safety Assessments. He currently chairs the National Complete Streets Coalition, previously led ITE's Pedestrian and Bicycle Council, and authored the "Design and Operation of Complete Streets and Intersections" chapter in the ITE Traffic Engineering Handbook. Jeff combines deep technical knowledge with a collaborative approach to deliver safer, more accessible streets for all users.

### Why Jeff?

- Nationally recognized multimodal and safety leader with 30+ years of experience shaping Complete Streets and Vision Zero strategies across the US.
- Deep policy and design expertise, from writing local and state design manuals to auditing and revising DOT standards for Complete Streets compliance.
- Trusted advisor to cities and DOTs nationwide, helping implement context-sensitive, multimodal networks that are both visionary and practical.
- Dynamic facilitator and educator, delivering customized trainings in over 15 states and helping agencies turn Complete Streets policies into on-the-ground change.

### Relevant Experience

**Maryland DOT Complete Streets Policy Audit and Implementation, Project Manager.** Maryland DOT published a new Department-wide Complete Streets Policy in 2023 and is proceeding with fast-track implementation of the Policy across the Department. Kittelson supported the agency with two tasks related to this effort. First, the firm performed an audit to evaluate 35 current guidance documents across multiple MDOT modal administrations for compliance with the draft Policy and with national best practices for Complete Streets. Second, Kittelson facilitated technical work groups to develop agency-specific Complete Streets Implementation Plans on an aggressive schedule. This second task also included development and delivery of training courses.

**Complete Streets Technical Assistance for Smart Growth America.** Jeff is certified by the National Complete Streets Coalition to deliver day-long workshops on Complete Streets policies and implementation. He has delivered three types of customized workshops for clients in 15 states, and co-developed and taught a full-day Advanced Complete Streets Design for Professionals course for multiple audiences.

### Additional Experience Includes:

- Philadelphia Complete Streets Support, Project Principal
- Delaware DOT, Project Principal
- Howard County Complete Streets & Shared Use Pathways, Project Manager



## Conner Cassens | Community Engagement

beta | Pr

### Education

MBS Communications, NAU  
Years at Firm/Experience: 8/8  
Location: Flagstaff, AZ

### Qualifications

Certifications: Flagstaff Leadership Program (FLP), Board of Directors

### Time Available to

Commit to Plan: 50%

### Anticipated Workload &

### Time Commitment

On-Going Public Engagement Support (50%)

A proud Flagstaff local and graduate of the Flagstaff Leadership Program (where he also serves on the Board), Conner offers deep regional insight and established relationships across jurisdictions - making him a powerful asset for projects requiring collaborative, multi-agency engagement. His public involvement style is grounded in transparency, respect, and boots-on-the-ground connection. From managing public hotlines and leading door-to-door outreach to developing strategic media campaigns and digital engagement tools, Conner ensures community members feel heard and supported throughout the process. Conner is known for his calm leadership, community credibility, and ability to turn complex information into clear, accessible narratives that build long-term support.

### Why Conner?

- Deep roots in Flagstaff with local knowledge, leadership experience, and trusted relationships across agencies, media, and community groups.
- Proven communicator for public-sector infrastructure projects, with a track record of building trust and transparency through clear messaging and hands-on engagement.
- Experienced in facilitating sensitive, high-visibility initiatives - including safety campaigns, drainage and flood mitigation projects, and multi-agency efforts.
- Hands-on presence in the field, from managing public hotlines to leading door-to-door campaigns - helping turn project skeptics into supporters.

### Relevant Experience

**ADOT Fourth-Lockett Roundabout Project, Engagement Lead.** Conner and BetaPR led all public and stakeholder engagement for this high-profile safety and traffic flow improvement project. Conner oversaw the implementation of a comprehensive engagement strategy that included neighborhood meetings, media relations, targeted messaging, and coordination with schools, businesses, and emergency services. Conner supported building public understanding of roundabout benefits, navigated initial skepticism, and created accessible materials to support clear communication and informed decision-making throughout construction.

**City of Flagstaff Spruce Wash Flood Mitigation and Communication Campaign, Engagement Lead.** Conner and BetaPR designed and executed a robust, multi-platform communications campaign to educate residents about ongoing risks, flood response actions, and long-term mitigation plans. Conner's work helped rebuild trust, reduce misinformation, and support community resilience during a time of ongoing uncertainty.

**City of Flagstaff JW Powell Extension Project, Engagement Lead.** Conner and BetaPR managed community engagement for this major corridor extension, including facilitating public meetings, creating visual storytelling tools, and gathering public feedback.

### Additional Experience Includes:

- Flagstaff Annual Road Repair and Street Safety Program
- Coconino Estates Improvement Phase I Project

Appendix. Forms

Appendix. Resumes

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**Hermanus Steyn<sup>PE</sup>**  
Project Principal

**Years at Firm/Experience:** 33/33  
**Location:** Portland, OR  
**Degree:** BEng, Civil Engineering, University of Stellenbosch  
**Time Available to Commit to Plan:** 25%  
**Anticipated Workload & Time Commitment:**  
 NCHRP Research Support (10%); Florida DOT On-Call (20%); Tennessee DOT On-Call (25%); On-Going Project Support (30%)

Hermanus is a seasoned transportation engineer known for turning innovative concepts into real world solutions, guiding projects from research and planning through design and construction. As chair of the TRB's Performance Effects of Geometric Design Committee, he advances industry-leading practices in multimodal design. With hundreds of completed projects, Hermanus has a deep understanding of how design, operations, and safety intersect, and how to align technical solutions with community needs and project goals.

- Sarasota Engineering Design Criteria Manual; Manual Lead
- Florida DOT Complete Streets & Context Classification Workshops; Lead



**Felipe Ladron de Guevara<sup>PhD, PE, PDES, RSP</sup>**  
Traffic Engineer

**Years at Firm/Experience:** 23/26  
**Location:** Tucson, AZ  
**Degree:** PhD, MS, BS, Engineering, University of Arizona  
**Time Available to Commit to Plan:** 40%  
**Anticipated Workload & Time Commitment:**  
 City of Tucson On-Call (20%); City of Phoenix On-Call (25%); MAG Transportation On-Call (15%)

For the past 20 years, Felipe has specialized in traffic operations, safety, roadway design, and intersection control. His expertise includes traffic studies, corridor planning, DCRs, signal design and optimization, safety assessments, and low-cost, data-driven solutions to improve traffic operations and safety. Felipe specializes in bringing innovative tools and methodologies to evaluate complex traffic systems and to provide clients with low-cost, realistic solutions to improve operations and safety.

- Tucson Pedestrian Safety Action Plan; PM
- Mesa Transportation Master Plan; Traffic Lead
- Pima County DOT Intersection Control Evaluation; PM



**Chris Romano<sup>ACR, LEED AP ND</sup>**  
Active Transportation

**Years at Firm/Experience:** 9/12  
**Location:** San Diego, CA  
**Degree:** MURP, Urban Planning; BS, Public Administration  
**Time Available to Commit to Plan:** 55%  
**Anticipated Workload & Time Commitment:**  
 Ft. Lauderdale On-Call (10%); San Diego SS4A (20%); Sacramento On-Call (15%)

Chris develops equitable, community-driven, and data-informed transportation solutions rooted in a Safe System approach. His expertise spans active transportation, complete streets, urban design, public engagement, and visual storytelling. With experience leading projects in both the public and private sectors, Chris is skilled at building consensus among agencies, elected officials, and communities to move projects forward with shared vision and support.

- Gilbert Trails Master Plan; Planning Lead
- SANDAG Safe Streets and Quick Build Program; PM
- Sacramento Neighborhood Connections; Deputy Project Manager



**Bridger Helm<sup>PE</sup>**  
Engineer

**Years at Firm/Experience:** 6/6

**Location:** Phoenix, AZ

**Degree:** BS, Civil Engineering

**Time Available to Commit to Plan:** 45%

**Anticipated Workload & Time Commitment:**

Gilbert SR 202 Trail Pre-Design Report (20%);  
City of Tucson On-Call (15%); MAG On-Call (10%);  
MCDOT Transportation On-Call (10%)

Bridger has explored a variety of transportation topics, including public transportation, traffic operations, geometric design, and pavement operations throughout his career. He has served as a project engineer for a range of services across Arizona and California focused on final design (3-D modeling), bicycle and pedestrian facilities design, and transportation impact studies. Bridger is passionate about multimodal transportation design as well as traffic operations analysis and design.

- Gilbert Transportation Master Plan; Engineer
- Tucson Bicycle and Pedestrian On-Call; Engineer
- SANDAG Safe Streets and Quick Build Program; Engineer



**Karen Swirsky<sup>AEP</sup>**  
Policy + Code

**Years at Firm/Experience:** 3/40

**Location:** Bend, OR

**Degree:** MS, Biology, California State University, BA, Art/Writing, Scripps College,

**Time Available to Commit to Plan:** 50%

**Anticipated Workload & Time Commitment:**

City of Bend Transportation On-Call (25%); On-Going Project Support (25%)

Karen is a transportation and land use planner focused on creating equitable, connected, and context-sensitive communities. Her work spans policy development, public engagement, and comprehensive planning, including efforts in mobility, safety, and accessibility. A former senior planner for the City of Bend, she brings expertise in facilitating outreach, leading downtown and parking studies and aligning infrastructure with community needs.

- Bend Transportation Master Plan; PM
- Deschutes Co. Comprehensive Plan Update, Planner
- Klamath Falls Safety Action Plan; Planner
- FHWA Reconnecting Communities Support; Task Lead



**Abby Morgan<sup>PHD, PE</sup>**  
Technology Lead

**Years at Firm/Experience:** 17/19

**Location:** Washington, D.C.

**Degree:** PhD, Transportation Engineering, Purdue University; BS/MS, Civil Engineering, Washington University

**Time Available to Commit to Plan:** 30%

**Anticipated Workload & Time Commitment:**

NCHRP Research Support (20%); On-Going Project Work (30%)

Abby leads Kittelson's emerging technology practice, helping agencies nationwide plan for connected, automated, electric, and shared-use vehicles. She manages technology transition planning, policy development, freight performance evaluations, and deployment assessments. Abby authored NCHRP Report 924, the first national guide on the impacts of transformational technologies on land use and transportation, and has since guided agencies from Florida to Alaska in implementing these strategies. Her work also supports local planning for driverless ridehailing, e-commerce, EV charging, and curb management.

- Gilbert TMP; Emerging Technology Lead
- ADOT Statewide Freight Plan; Emerging Tech
- North Texas COG AV Hosting Handbook; PM



**Kyle Benne**  
GIS Data Lead

**Years at Firm/Experience:** 3/10  
**Location:** Phoenix, AZ  
**Degree:** MS, Planning, University of Arizona; BA, Geography, West Virginia University  
**Time Available to Commit to Plan:** 50%  
**Anticipated Workload & Time Commitment:** NACOG Verde Valley Master Transportation Plan (10%); Glendale Transportation Master Plan (15%); Company-Wide GIS Support (25%)

Kyle has provided GIS support on a wide range of transportation projects including corridor studies, active transportation plans, safety studies, ADA analysis, safe routes to school studies, and transit feasibility studies. Kyle has also provided GIS support for environmental and cultural resources projects including Environmental Assessments, Section 404 permitting, and cultural resource mapping. Kyle specializes in setting up and using field data collection applications such as Survey 123 and ESRI Field Maps.

- Mesa Transportation Master Plan; GIS
- Maricopa Co. DOT Transportation Master Plan; GIS
- Glendale Transportation Master Plan; GIS



**Roger Millar**  
PE, FAOP, DSI, M. ASCE  
Complete Streets Advisor

**Years at Firm/Experience:** <1/42  
**Location:** McCall, ID  
**Degree:** BS, Civil Engineering, University of Virginia  
**Time Available to Commit to Plan:** 30%  
**Anticipated Workload & Time Commitment:** On-Going Project Work (70%)

Roger is a nationally recognized engineer and planner with over 40 years of experience advancing resilient, multimodal transportation systems. As former Secretary of the Washington State Department of Transportation, he led a \$5.5 billion agency and championed innovation, sustainability, and equity. His career includes transformative work on projects like the Portland Streetcar, national leadership roles with AASHTO and ITS America, and a deep commitment to smart growth. Now, through Millar Consulting Services, he advises public, private, and nonprofit partners on building communities that are inclusive, connected, and future-ready.

- Smart Growth America; Vice President
- Washington DOT; Deputy Secretary



**Edward Smaglik**  
Ph.D. PE  
Planner/Local Advisor

**Years at Firm/Experience:** 18/28  
**Location:** Flagstaff, AZ  
**Degree:** PhD, MS, Civil Engineering, Purdue University; BS, Civil Engineering, Marquette University  
**Time Available to Commit to Plan:** 25%  
**Anticipated Workload & Time Commitment:** On-Going NAU Project Support and Teaching (75%)

Dr. Edward Smaglik is a Professor at Northern Arizona University and Director of AZTrans. He brings national expertise in traffic operations, signal systems, and emerging technology evaluation. He has led research for USDOT, ADOT, MAG, and cities across Arizona, with work focused on pedestrian safety, connected vehicles, and multimodal operations. A former chair of TRB's Traffic Signal Systems Committee, Edward will provide technical oversight and guidance on signal and technology strategies.

- MAG Tri-University Task Force and Emerging Technology Evaluations; PM
- City of Phoenix Pedestrian Treatments in Phoenix; PM



**Steve Gehrke** PhD, PE  
Travel Demand Modeler

**Years at Firm/Experience:** 6/16  
**Location:** Flagstaff, AZ  
**Degree:** BS, Geography, New Mexico State; MS, Community Planning, University of Maryland, PhD, Civil Engineering, Portland State Univ.  
**Time Available to Commit to Plan:** 25%  
**Anticipated Workload & Time Commitment:** On-Going NAU Project Support and Teaching (75%)

Dr. Steven Gehrke is an Associate Professor at Northern Arizona University with expertise in travel behavior, multimodal planning, and land use-transportation analysis. He has led projects for USDOT, ADOT, and MetroPlan focused on dynamic traffic assignment, cyclist accessibility, and travel demand modeling. Steven brings strong technical skills in tools like TransCAD and TransModeler, along with a proven track record in applied research and project leadership.

- MetroPlan West Route 66 Operational Analysis; Principal Investigator
- ADOT Statewide Travel Demand Model Upgrades; Principal Investigator
- USDOT Cyclist Routing Algorithm for Network Connectivity; Principal Investigator



**Michael Washkowiak** PE, P.E.  
ITS

**Years at Firm/Experience:** 7/27  
**Location:** Phoenix, AZ  
**Degree:** BS, Civil Engineering  
**Time Available to Commit to Plan:** 25%  
**Anticipated Workload & Time Commitment:** City of Phoenix SMART Grant (30%); City of Chandler TMC Design (45%)

Michael leads Iteris' mobility consulting efforts focused on Intelligent Transportation Systems (ITS), emerging technologies, and multimodal operations. He has managed statewide and regional ITS initiatives across Arizona and California, including the Arizona Statewide ITS Architecture and San Diego County ITS Master Plan. As President of ITS Arizona, Michael is committed to improving traveler safety and experience through innovative, practical solutions that support long-term system performance and operational efficiency.

- ADOT Statewide ITS Architecture Plan; PM
- City of Phoenix SMART Grant; PM
- MAG ITS Regional Community Network; PM



**Chad Atterbury** PLA, LEED AP  
Landscape Architect

**Years at Firm/Experience:** 12/26  
**Location:** Phoenix, AZ  
**Degree:** BS, Landscape Architecture, Arizona State University  
**Time Available to Commit to Plan:** 50%  
**Anticipated Workload & Time Commitment:** Mesa TOD Plan (10%); NW Extension TOD (40%)

Chad is a principal at DIG Studio, where he leads urban design and landscape architecture projects that prioritize placemaking, sustainability, and community identity. With a background in landscape architecture and urban planning, Chad brings a collaborative and context-sensitive approach to public realm design—transforming streetscapes, parks, and civic spaces into vibrant, people-focused environments. He works closely with multidisciplinary teams, agencies, and communities to deliver inclusive design solutions that balance beauty, function, and long-term resilience.

- Mesa Center Street Complete Streets Concept Design Report; Urban Designer
- Mesa Transit Oriented Development Plan; PM



**Years at Firm/Experience:** 8/29  
**Location:** Chicago, IL  
**Degree:** PhD, MS, BS, Civil Engineering, Purdue University  
**Time Available to Commit to Plan:** 30%  
**Anticipated Workload & Time Commitment:**  
 Chicago Regional Transportation Plan (30%);  
 On-Going Project Work (40%)

Kevin leads High Street's Performance-Based Planning & Programming practice, bringing a national reputation for applying data science, engineering, and planning to optimize transportation investment decisions. Kevin has developed innovative tools and strategies that support project prioritization, scenario planning, and cross-asset resource allocation. He has advised agencies across the U.S. - from TxDOT and ADOT to CMAP and FHWA - helping them link performance goals to real-world funding decisions.

- MAG Arterial and Bridge Needs Assessment; PM
- ADOT What Moves you Arizona?; Scenario Planner



**Years at Firm/Experience:** 3/12  
**Location:** Chicago, IL  
**Degree:** BS, Civil Engineering, University of Illinois - Chicago  
**Time Available to Commit to Plan:** 50%  
**Anticipated Workload & Time Commitment:**  
 Chicago Regional Transportation Plan (25%);  
 On-Going Project Work (25%)

Yousef Dana is a transportation data analyst and engineer who helps agencies uncover insights that drive smarter, safer, and more strategic decisions. With a strong foundation in predictive safety analysis, performance-based planning, and data-driven project prioritization, he specializes in transforming complex data into actionable outcomes. Yousef brings expertise in Python, R, SQL, and GIS, and has supported clients across the public and private sectors. Outside of work, Yousef channels his passion for skateboarding into community building—launching a mobile tech startup that served over 25,000 users.

- MAG SunCloud AID; Dashboard Developer
- MAG Arterial and Bridge Needs Assessment; Dashboard Developer



**Years at Firm/Experience:** 23/25  
**Location:** Phoenix, AZ  
**Degree:** BS, Geological Sciences; MA, City and Regional Planning, Arizona State University  
**Time Available to Commit to Plan:** 20%  
**Anticipated Workload & Time Commitment:**  
 Tempe Transportation Master Plan (30%); ADOT Digital Delivery Program (20%); ADOT North South Corridor Segments (30%)

Michael has led policy driven planning efforts across transportation, environmental, and public outreach domains. His expertise lies in developing consensus based policies that address complex technical and stakeholder issues, particularly for projects involving multiple agencies and jurisdictions. Michael is skilled at aligning transportation strategies with broader community goals, crafting policies that are both actionable and adaptable. He brings a collaborative approach to policy development, translating technical data into practical guidance that informs decision making and drives mobility outcomes.

- Goodyear Transportation Master Plan; PM
- ADOT Digital Delivery Program; PM
- Miami Trails Plan; PM



**Jon Markt**  
PE, RSP  
Safe Systems Advisor

**Years at Firm/Experience:** 12/15  
**Location:** Omaha, NE  
**Degree:** BS, MS, Civil Engineering, University of Texas - Austin  
**Time Available to Commit to Plan:** 30%  
**Anticipated Workload & Time Commitment:**  
 Rapid City SD SS4A (30%); Columbus Nebraska SS4A (20%) MPOIC / Iowa City IA SS4A (20%)

Jon is HDR's Transportation Safety Program Manager, known for turning data into action and identifying the root causes of safety challenges before solving them. He has led or overseen more than 40 Safety Action Plans, helping agencies shift policies, prioritize life-saving investments, and build multidisciplinary safety coalitions. His work includes high-priority network analyses, development of intuitive safety dashboards, and creation of practical tools like design aids and training programs.

- Iowa City SS4A; PM
- Ames, IA Comprehensive Safety Action Plan; PM
- Des Moines MPO Safety Plan; PM



**Rebecca Santiago**  
Transit Lead

**Years at Firm/Experience:** 8/10  
**Location:** Phoenix, AZ  
**Degree:** BA, Sociology, MA, Urban and Environmental Planning, Arizona State Univ.  
**Time Available to Commit to Plan:** 50%  
**Anticipated Workload & Time Commitment:**  
 City of Tucson Bus Rapid Transit (20%); Metro Transit ABRT Prioritization (15%); Lowcountry Rapid Transit (15%)

Becky is a transit planner with broad experience in public transportation and sustainability planning. She supports projects through peer agency reviews, grant applications (FTA CIG, IMI, Sandbox), technical reporting, and O&M planning. Currently serving as Deputy Project Manager for Tucson Rapid Transit, Becky has contributed to light rail, BRT, and bus service planning across the U.S., Canada, and China. As an Envision Sustainability Professional, she brings a strong focus on inclusive planning, multimodal design, and resilient infrastructure.

- Valley Metro Transit Standards and Performance Measures; Planner
- Valley Metro Construction Reroute Plan; PM
- Tucson Rapid Transit; Deputy PM



**Gail Lewis**  
Funding + P3

**Years at Firm/Experience:** 5/37  
**Location:** Phoenix, AZ  
**Degree:** BA, Journalism; MA, International Affairs, Columbia University  
**Time Available to Commit to Plan:** 30%  
**Anticipated Workload & Time Commitment:**  
 ADOT Program Management/ GEC (25%) OCTA Programmatic Updates (25%) Hillsborough County (Florida) Biosolids P3 (20%)

Gail is an experienced professional with globally recognized expertise in P3s and experience in economic development and international trade. She started, developed, and led all phases of the successful P3 program for the Arizona Department of Transportation, and simultaneously ran the Department's Office of International Affairs, leading the agency's work on the Arizona-Mexico border, and serving as the agency's representative on binational work groups.

- ADOT Major Projects Division Program Management; Deputy Program Manager
- Arizona Commerce Authority, Program Management for Broadband Equity, Access, and Deployment Program; Advisor

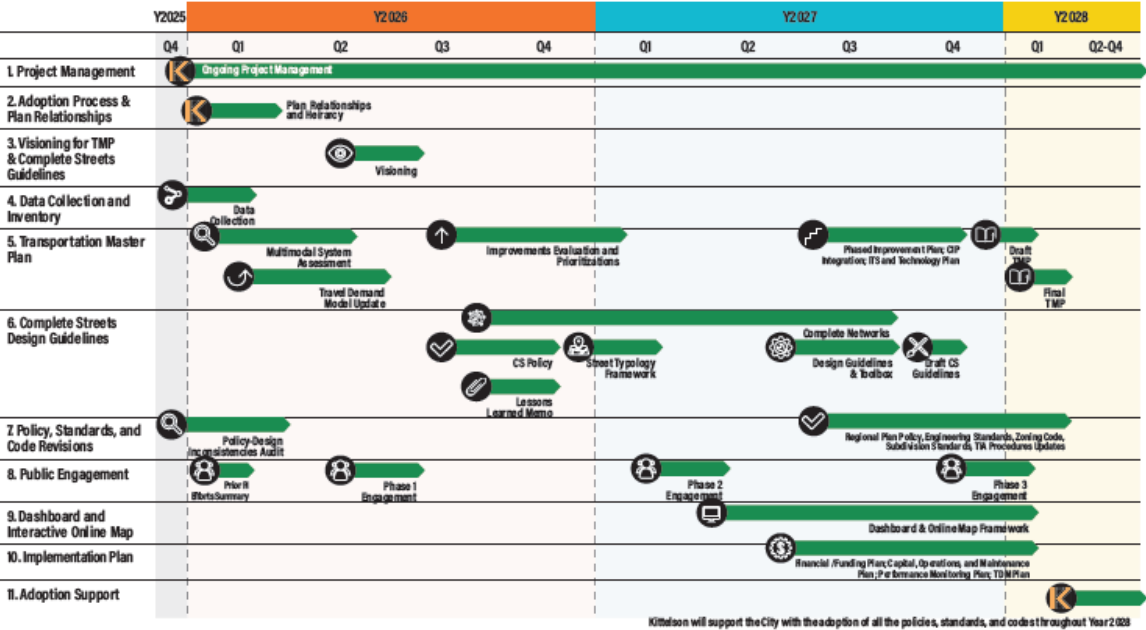


# Project Understanding & Project Approach

Community-Driven. Action-Focused. Built for Use. We plan with a purpose - developing tools, guidance, and policies that lead to real decisions, not documents that gather dust. That means identifying what's working, what's not, and what's getting in the way, then crafting targeted, realistic strategies that reflect local priorities.

## Approach to Scope of Work

This is more than a plan - it's a once-in-a-generation opportunity to build a shared vision for safe, multimodal streets in Flagstaff and the broader MetroPlan region. Building on lessons learned from similar efforts, our approach addresses key challenges with tailored, proven strategies. As shown in the schedule below, our multidisciplinary team will collaborate seamlessly to deliver each component efficiently and cohesively.



**Deliverables:** While not itemized under each task, all deliverables will be developed in full accordance with the specifications outlined in the RFP.

## TASK 01 Project Management

*Collaborative, Oversight and Coordination*

**Project Working Groups.** Effective project delivery will be guided by a series of coordinated working groups, each playing a critical role in ensuring accountability, transparency, and shared ownership throughout the process.



### Project Management Team (PMT)

Day-to-day coordination; biweekly meetings to review progress, budget, and risks.

Participants: Client PMs and consultant leads



### Stakeholder Advisory Committee (SAC)

Engaged at key milestones to share community perspectives.

Participants: CBOs, chamber, schools, public health, police, fire



### Technical Advisory Committee (TAC)

Bi-monthly or milestone-based meetings to shape recommendations and troubleshoot.

Participants: Planning, engineering, traffic staff from partner agencies



### Complete Streets Task Force

Guides development of implementable, context-sensitive framework.

Participants: Public works, agency partners, developers, economic development, ADA, etc

**PMT Project Kick-off Meeting.** Following Notice-to-Proceed, we will convene a structured kick-off meeting with the PMT to align expectations, identify early challenges, and establish a strong foundation for success. Discussion will include:

- Confirmation of project goals, deliverables, and success criteria



Look for the light bulb icon - it marks innovative, value-added ideas unique to Kittelson's approach

- Review of local issues, challenges, and opportunities
- Communication flow and reporting protocols
- Finalization of the initial scope, schedule, and responsibilities
- Identification of data needs, gaps, and access strategies

**Project Management Plan.** We will develop detailed PMP that includes:

- Updated scope, schedule, budget, staffing plan, and QA/QC procedures
- Project Schedule: Milestones for deliverables, meetings, and engagement
- Roles & Responsibilities: Defined roles across consultants and agency staff
- Meeting Documentation: Process for tracking meetings and decisions
- Budget Tracking: Protocols for budget management and invoicing

**Communications Plan.** The Plan will outline how information will be shared across all team members, partners, and stakeholders. The Plan will include:

- Weekly Email Protocols: PMT updates on progress, needs, and next steps
- Monthly Reports: Task-specific updates, completed deliverables, budget status, invoice summaries, and upcoming activities
- Document Management: Version control and internal review protocols to ensure clarity and consistency
- Presentation Matrix: Outlining roles and schedules for key presentations:
  - Quarterly presentations to the Project Oversight Committee and MetroPlan TAC
  - Biannual presentations to the MetroPlan Board and Flagstaff City Council
  - As-needed briefings to the Coconino County Board of Supervisors and Mountain Line Board

**Quality Control/ Quality Management Plan.** To ensure accuracy, consistency, and appropriate detail in all deliverables (including subconsultants), we'll implement a three-tiered review process by task leads, the project manager, and the principal. Vamshi will lead bi-weekly team meetings to monitor progress and resolve issues early.

**Risk Register.** We will maintain a Risk Register to proactively track potential risks, such as delays, coordination issues, and community concerns, along with likelihood, impact, mitigation actions, and responsible parties.

## TASK 02

### Adoption Process + Plan Relationships

*Laying the Foundation for Success*

**Challenge: Aligning for Adoption Amidst Complexity.** With multiple planning efforts in motion and a wide range of agency partners, a critical challenge is creating a cohesive path toward adoption. Identifying critical paths, key decision points, and necessary approvals, while building shared ownership, is essential to deliver a unified, actionable plan. Our approach ensures alignment from the outset - so the final SSMP is not only visionary, but formally adopted, actionable, and ready to implement.



**Interagency Alignment Meetings.** Before technical work begins, the KAI team will hold focused meetings with MetroPlan, the City of Flagstaff, ADOT, Coconino County, Mountain Line, and others to:

- Deepen shared understanding of the SSMP's scope and goals
- Discuss each agency's needs, expectations, and constraints
- Identify critical issues, opportunities, and coordination points
- Begin defining the roadmap for action and adoption



**Action & Adoption Roadmap.** Building on the workshop, the KAI team will create a step-by-step framework that functions as both a Work Breakdown Structure (WBS) and an Adoption Strategy, helping all partners stay organized and on track. This roadmap will:

- **Clarify Roles and Responsibilities.** Define task-level roles, responsibilities, deliverables, and decision points across consultant and agency teams to ensure accountability at every step.
- **Outline Timeline and Major Deliverables.** Define task-level roles, deliverables, and decision points across consultants and agencies aligned with MetroPlan Board and local council cycles.
- **Map the Formal Adoption Process.** Clearly identify the critical path of actions required for formal adoption - starting with preliminary reviews and culminating in formal action by the MetroPlan TAC, Oversight Committee, MetroPlan Board, Flagstaff City Council, and other key bodies. This ensures

the plan moves efficiently through all necessary channels for approval.

- **Coordinate Across Agencies and Plans.** Establish interagency coordination loops and regular check-ins to maintain alignment. We'll also map how this plan connects to and complies with the Flagstaff Regional Plan, MetroPlan RTP, Active Transportation Master Plan, Safety Action Plan, and other ongoing efforts.
- **Embed Legal and Policy Readiness.** From the beginning, we'll work within the legal and procedural frameworks - state statutes (ARS), the City Charter, and federal requirements (USC/CFR) - to make sure the final plan is set up for formal adoption without surprises or delays.
- **Track Progress and Maintain Momentum.** Define success indicators, interim approvals, and coordination loops to keep the project moving forward.

This framework ensures the final product is implementable, aligned with all required policies, and ready for adoption without surprises.



**Project Charter.** To ensure alignment and accountability, the KAI team will develop a Project Charter that clearly outlines:

- Shared goals and guiding principles for the SSMP
- Roles and responsibilities across consultants and agency partners
- Governance and decision-making structure to guide collaboration and approvals
- Commitment to an inclusive, transparent, and collaborative planning process

**STITCHING TOGETHER A SHARED FUTURE:** We treat charters as living documents—tools that adapt over time while anchoring transparency, accountability, and forward momentum.

#### PROJECT CHARTER



We've led the development of project charters for multimodal and safety-focused plans nationwide - clarifying roles, responsibilities, and decision-making from day one. In efforts like Denver's Complete Streets Implementation and Philadelphia's Complete Streets Handbook Update, our charters unite city staff, agency partners, and consultants around a shared vision.

## TASK 03 Visioning for TMP & Complete Streets Guidelines

### Defining a Shared Future

**Challenge: One Vision, Many Plans.** The SSMP sits at the crossroads of multiple planning efforts, making it challenging to unify these initiatives under a single, coherent vision. Overlapping priorities, parallel processes, and multiple agencies can blur direction and delay adoption. Our approach brings early clarity by establishing shared goals, decision-making structures, and alignment milestones - ensuring the SSMP becomes the backbone of a safer, more connected Flagstaff with clear paths to adoption and implementation.

To ensure consistency between the TMP, Complete Streets Guidelines, and policy/code updates efforts, we propose conducting a comprehensive visioning exercise to define a shared vision, policy framework, and performance metrics for the SSMP. The KAI team will facilitate work sessions with targeted staff, stakeholders, and the community organizations to develop:

- A clear vision for Flagstaff's multimodal future
- Draft goals and policies rooted in safety, equity, and sustainability
- A simple but effective set of performance metrics tied to outcomes

These elements will keep all parts of the project aligned and help track progress over time.

### Visioning Process Overview

A streamlined, collaborative process to align priorities and outcomes across plans and partners.



## TASK 04 Data Collection and Inventory

### Setting a Foundation for Data-Driven Planning

The KAI team will develop a clear, multimodal snapshot of current conditions to inform all recommendations. This task synthesizes existing data, identifies gaps, and integrates new sources to reflect how people move through the City and region.



**Shared Data Portal.** A centralized cloud-based portal (e.g., OneDrive or SharePoint) will house all project data, meeting materials, and deliverables.



**Data Management Plan and Tracker Tool.** KAI will create a dynamic tool to catalog, manage, and track datasets, requests, and metadata for the project.

**Current Policies, Previous Plans & Studies Review.** We will conduct a review of relevant plans, policies, and ongoing efforts to ensure consistency and integration.

- Current policies, plans, and studies from MetroPlan, the City of Flagstaff, Coconino County, ADOT, Mountain Line, and regional partners
- Previous planning recommendations and their implementation status
- Relevant design guidelines, engineering standards, and policies
- Ongoing or recent efforts (i.e., Vulnerable Road Users Safety Plan, Active Transportation Plan, Downtown Mile planning, etc.)

This effort ensures we build on - not duplicate - past work while identifying gaps and opportunities to align with current and future priorities.

**Data Collection and Multimodal Inventory.** The KAI team will compile a comprehensive inventory of multimodal transportation data - including roadway characteristics, safety data, transit and non-motorized networks, curbside activity, ITS assets, and freight connections. Supporting datasets such as land use, zoning, Title V/VI, and key destinations will also be integrated to inform analysis.



**Big Data.** KAI will supplement data with sources like Replica, StreetLight, and Strava to capture travel patterns, mode share, and time of day trends.

**QA/QC.** All data will undergo QA/QC, with field reviews conducted as needed to verify conditions and ensure accuracy.

## TASK 05

### Transportation Master Plan Development *Crafting a Unified, Multimodal Vision for the Region*

#### Key Challenges in the Area Today:

**Congested Corridors:** Route 66, Milton Road, US 89, Butler Avenue, and US 180 remain the region's main arteries but continue to experience congestion and safety concerns - with few alternative routes available.

**High-Risk Rail Crossings:** Railroad crossings, especially the downtown Route 66 crossing, are recurring crash hotspots that require focused safety improvements.

**Shifting Travel Patterns:** Per the 2024 Flagstaff Travel Survey, Single Occupancy Vehicle (SOV) use is declining and other modes are growing (thanks to recent planning efforts), however, tourism-driven VMT continues to skew travel behavior toward cars.

**Mode Shift Barriers:** To accelerate mode shift, targeted TDM strategies and closing gaps in the multimodal network are essential.

**Multimodal Safety and Connectivity:** Incomplete sidewalks, unprotected crossings, and disconnected bike and transit networks create real barriers to safe and convenient travel for people walking, biking, rolling, and riding transit.

**Seasonal + Environmental Factors:** Snow, ice, and high-altitude conditions pose unique safety and maintenance challenges.

**Implementation Hurdles:** Getting from plan to pavement - turning recommendations into action amid shifting political and budgetary realities.

The TMP will establish a data-driven, implementable strategy to improve safety, mobility, and access across all modes. Closely coordinated with MetroPlan's RTP, Safety Action Plan, ATMP, transit planning, and design guidelines, the TMP will reduce duplication and unify regional efforts.

**Community Profile.** The KAI Team will inventory land use, employment hubs, and demographics using ACS, Replica, and other sources—capturing the social, economic, and health conditions that influence travel across Flagstaff and greater Coconino County.

**System Assessment | Understanding Today's Network.** A layered analysis will evaluate existing conditions and identify gaps and opportunities across all modes and help answer some critical questions.



**How Does Our Roadway Network Function?** We will assess:

- Pavement, bridge, and roadway conditions

- Congestion, bottlenecks, and network gaps using traffic volume, speed, and reliability data from Replica, StreetLight, INRIX, and ADOT.
- Using HCM methodologies we will conduct segment and intersection Level of Service analysis to determine failing segments and intersections. We will also assess the average delay and Travel Time Index; and capture intersection conditions: traffic control, turn lanes, speed, and lighting.
- Electric vehicle infrastructure evaluation, identifying current charging station availability and coverage gaps.

**Is Our System Safe?** In partnership with MetroPlan's VRU Safety Action Plan, we will integrate crash trends, high-injury networks, and risk factor data to identify corridors and locations where systemic safety interventions are needed most.

**What is the quality of our nonmotorized network?** We'll assess bicycle and pedestrian infrastructure to:

- Analyze mobility trends using STRAVA, Replica data, and local counts
- Inventory sidewalk, trail, and bike lane gaps and walk/bike shed access
- Evaluate first/last-mile connectivity & ADA compliance
- Identify opportunities to improve safety and access

**What is the quality of our transit network?** In collaboration with Mountain Line, we will assess current and planned fixed-route and paratransit services, ridership data, stop-level access, and service coverage. We'll identify areas with high demand but limited service and evaluate first/last-mile connection needs.

**How well do we accommodate goods movement?** Using data from ADOT, INRIX, and Replica, we will inventory designated truck routes, key freight corridors, and logistics hubs and identify hotspots, congestion points, and physical or regulatory barriers that impact freight reliability - especially around Flagstaff's industrial areas, intermodal facilities, and regional supply chains.

**What are the infrastructure gaps or barriers to connectivity?** We will identify gaps in the roadway and active transportation networks—including scalloped or disconnected streets, missing links to key destinations, and barriers like major roads, freeways, or canals. This analysis will pinpoint where improved connections are most needed to support multimodal travel, equity, and overall system efficiency.

*Findings will be summarized in a System Assessment & Multimodal Gaps Memo, along with an interactive web-based summary.*

**Scenario Planning | Shaping the Future.** This task will define a bold, yet practical vision for Flagstaff and MetroPlan's transportation future. Building on community values, stakeholder input, and existing plan guidance, we will craft clear goals and measurable objectives to guide the Transportation Master Plan and RTP. Key subtasks include:



**Future Developments Workshop:** Facilitate a workshop with city/county planning and economic development staff to validate growth assumptions, identify significant developments, and inform model inputs.



**Scenario Planning Workshops:** Lead interactive scenario workshops to test how various growth patterns, investment strategies, and policy shifts (i.e., land use intensity, mode shift goals) affect future travel behavior and infrastructure needs.

- **Forecast Traffic Volumes & No-Build Traffic Analysis:** Utilize the MetroPlan Regional Travel Demand Model to forecast traffic volumes for short-, mid-, and long-term horizons assuming no new improvements (no-build scenario). Conduct HCM-based LOS analysis to identify deficiencies and support alternatives evaluation.



**Impact of Future Technologies and Societal Trends Analysis:** Evaluate how trends such as electric and automated vehicles, shared mobility, e-commerce, and remote work will influence infrastructure demand and system needs.

- **SWOC Analysis - Regionwide and Subarea:** Summarize key Strengths, Weaknesses, Opportunities, and Challenges to inform the development of tiered modal networks and system alternatives.
- **Gaps and Needs Summary:** Identify and map critical system gaps and unmet needs based on analysis of current performance and future scenarios. This includes modal infrastructure gaps, underserved areas, and policy/program limitations.

**Improvement Evaluation | Prioritizing What Matters.** The KAI team will translate gaps and needs into a refined list of multimodal strategies and projects, evaluated using clear and transparent criteria.

- **Project Universe Identification:** Compile a "universe" of potential improvements across all modes and geographies, drawing from past plans, stakeholder input, technical analysis, and public engagement.
- **Evaluation and Project Prioritization Framework:** Develop a tailored

evaluation framework incorporating safety, equity, climate resilience, access, and readiness. This will include both qualitative and quantitative measures aligned with funding eligibility.

- **Alternatives Analysis:** Develop and evaluate system-level alternatives using the MetroPlan model, sketch planning tools, and multimodal metrics. One scenario will reflect currently programmed agency projects.
- **Projects List by Mode:** Organize recommended projects into multimodal categories (roadway, transit, active transportation, freight, ITS, etc.) and associate each with planning-level cost ranges, phasing, and relevant design guidance.
- **Performance Measures by Mode:** Define outcome-based performance measures for each mode and apply them to test project and plan performance against adopted goals and objectives.

**Phased Improvement Plan | Turning Vision into Action.** This task will define how the plan will be implemented over time, including short-, mid-, and long-range actions, cost implications, and responsibilities across agencies and partners.

- **ITS/TSMO/Emerging Technologies Playbook:** Identify strategies and investments to support future-ready operations, including ITS infrastructure, fiber network planning, connected/autonomous vehicle readiness, and adaptive signal technologies.
  - **Implementation Playbook:** Define agency and developer responsibilities by area type and corridor classification. Include policy/code linkages, funding triggers, and coordination procedures for capital and development review processes.
  - **CIP Integration:** Align priority projects with local Capital Improvement Programs (CIPs) and define a hypothetical 15-year program that can guide near-term implementation.
  - **Financial and Funding Analysis:** Develop planning-level cost estimates for recommended improvements and assess overall plan affordability. Consider phasing based on available resources and grant-readiness.
  - **Funding Strategy Plan:** Outline a tailored funding roadmap, identifying local, state, federal, and innovative funding mechanisms. Include recommendations for competitive grant positioning (e.g., SS4A, RAISE, CMAQ).
- Task 10 provides additional details about the TMP implementation and roadmap.

## TASK 06 Complete Streets Guidelines

*A Blueprint for Safe, Connected Streets for All*

We will develop a context-sensitive, performance-based framework for Complete Streets tailored to Flagstaff's unique geography, climate, and community identity. The guidelines will be technically sound, user-friendly, and scalable - empowering city staff, developers, and the public to deliver safer, more connected streets.

-  **Task Force Kick-off Meeting & Internal Needs Assessment.** KAI will lead a collaborative visioning workshop with the Complete Streets Task Force to develop a shared "wish list" of desired products, tools, and outputs for the Complete Streets Design Guidelines. This session will ensure that final deliverables reflect the diverse needs of City departments, projects, and users.
- Gather feedback on informal design practices, existing challenges, and desired guidance.
  - Define key street zones and related design elements (e.g., travel lanes, curbside uses, medians).
  - Identify priority topics such as curb management, speed management, quick-build strategies, and green stormwater infrastructure.

**Complete Streets Policy Development.** Using insights from the Task 2 visioning exercises, we will craft a Complete Streets Policy that:

- Defines a shared vision for safety, equity, access, and sustainability.
- Establishes guiding principles for design decision-making.
- Clarifies expectations for multimodal accommodation and trade-offs.
- Sets the stage for adoption by City Council and alignment with Regional Plan.

The policy will serve as the foundation for design guidance, implementation tools, and regulatory updates. We will coordinate closely with the SSMP Task Force and stakeholders to advance the policy toward adoption.

**BLUEPRINT TO BREAKTHROUGH:** Jeff Riegner and the Kittelson team helped Maryland DOT craft and deliver one of the nation's leading Complete Streets policies - centered on safety, equity, and access for all modes. The result? A playbook that's changing how streets are designed and who they're designed for.

 **Policy-Design Inconsistencies Audit.** To improve street design, we must first understand where current standards and practices fall short. Building on the TMP system assessment, we will identify misalignments between design standards, policies, and built conditions by asking questions like:

- Where do current standards enable unsafe designs?
- Do designs reflect land use and community priorities?
- How do gaps in active and transit networks affect equity and safety?
- Are vehicles unintentionally prioritized over people?
- Are standards outdated or inconsistent across departments?

Findings will be summarized in a brief white paper to inform street types, design standards, and safety strategies in the Complete Streets Guidelines.

 **Complete Streets Design Guide Framework.** We will develop a flexible, performance-based typology framework that moves beyond traditional classifications to support safer, connected, context-sensitive design. It will include:

- **Layered and Complete Networks:** Define primary and secondary modal networks (walk, bike, transit, auto, freight) to ensure a connected system that supports all users. Modal priorities will be defined using a data-driven approach based on a clear set of evaluation criteria.
- **Street Context Types:** Organize typologies by real-world settings (i.e., Downtown, Suburban, University) with tailored guidance for modal priorities and right-of-way allocation.
- **Street Function:** Align with functional classifications to ensure operational roles support surrounding land use and mobility needs.
- **Safety Integration:** Embed safety features like target speeds, mode separation, lighting, and visibility into every typology.

An online tool will allow stakeholders to explore and comment on the proposed modal networks and classifications, with updates made based on feedback.

**Complete Streets Design Guidelines and Toolbox.** This task translates the typology framework into clear, actionable guidance for staff, consultants, and developers. The result will be a comprehensive, user-friendly manual covering street segments, intersections, and key design elements. The process includes:

- **Annotated Table of Contents and Sample Chapter Layout.** A detailed outline (3–5 pages per chapter) will storyboard the Guide's structure, with a 5-page sample chapter to illustrate formatting, visuals, and layout for PMT feedback.
- **Focused Design Briefs.** As needed, short white papers will be developed on complex topics (i.e., protected intersections, signal warrants, shared streets).
- **Drafts and Iteration:** The Guide will move through Working Drafts 1 and 2, with refinements based on input from staff, stakeholders, and the public.
- **Conflict Resolution and Risk Tracking.** The project's conflict resolution process and risk register will guide issue tracking and resolution throughout document development.

#### What's Included in the Complete Streets Design Guidelines?

At a minimum:

**Street Design Guidance by Context Type.** Tailored recommendations for each typology, including curbside uses, medians, midblock crossings, and access management.

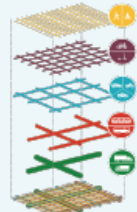
**Intersection Design Recommendations.** Modular, context sensitive strategies for all intersection types, from basic crossings to complex multilane designs, addressing crash patterns, signal timing, visibility, and multimodal separation.

**Safety Integration.** Tailored recommendations for each typology, including curbside uses, medians, midblock crossings, and access management.

**Sustainability, Placemaking, and Universal Design.** Incorporates green infrastructure, placemaking elements, and universal design checklists to support comfort, identity, and inclusive access.

**Implementation.** This task will deliver a clear, user friendly set of Complete Streets guidelines shaped by local input and practical needs. While focused on developing the framework and tools, full implementation strategies — including adoption, project review, quick build methods, staff training, and performance tracking — are outlined separately.

**ONE SIZE DOES NOT FIT ALL:** Current one-size-fits-most street design standards make it difficult to safely accommodate all modes and to adjust designs based on the unique needs of a neighborhood.



A truly multimodal network doesn't put every mode on every street - it ensures every mode has a safe, connected path. By using layered networks and context-sensitive typologies, we can prioritize modes where they make sense and tailor designs to local needs. Kittelson has applied this approach in Florida, Phoenix, Philadelphia, Mesa, and Gilbert.

## TASK 07

### Policy, Code, and Standards Development

*Codifying the New Vision*

To implement the SSMP, Design Guidelines, and TMP, the City and County must align their policies, codes, and standards with the plan's multimodal and safety goals. This task provides the mechanism to embed the plan's vision into foundational documents - from the Regional Plan to engineering standards and the TIA process.

**FROM POLICY TO PAVEMENT:** Our teaming partner, HDR, led a transformative overhaul of Colorado's design guidance - replacing one-size-fits-all rules with a performance-based, context-sensitive framework. An approach we'll bring to support Flagstaff's shift to safe, multimodal streets.

**Aligning Policy, Codes, and Standards with the SSMP Vision.** We will build on findings from the City's Code Analysis Project and Policy-Design Inconsistencies Audit to identify where revisions or new standards are needed to support the TMP and Complete Streets Guidelines. Our process includes:

- Cross-referencing zoning, engineering, fire code, and subdivision regulations
- Flagging missing or outdated standards (i.e., protected intersections, traffic calming)

Categorizing updates by effort (minor revisions vs. major rewrites)  
Documents likely to require updates include:

- City Engineering Standards – cross sections, intersection types, multimodal safety features
- Zoning Code – street typologies, access, land use integration
- Subdivision Ordinance – connectivity, multimodal design, access management
- Regional Plan – alignment with SSMP goals and transportation policies
- Development Review Procedures – street widths, turning radii, emergency access
- County Ordinances – aligned updates to ensure regional consistency

We will work closely with City staff and stakeholders across departments to coordinate interdependent revisions, ensuring consistency across documents and buy-in from implementers. Where conflicts exist between policies and engineering practices, we will flag them for resolution and propose compromise strategies that support both safety and operational needs.

**DENVER TIA AND STANDARD DRAWINGS OVERHAUL:** Team member Yelena Onnen led Denver's effort to modernize its Complete Streets standard drawings, aligning them with citywide goals and securing cross-departmental buy-in to embed them throughout the development review process.

**Modernizing the Traffic Impact Analysis (TIA) Process.** The current TIA process will be overhauled to align with the SSMP, prioritizing safety, equity, and clarity. Key updates will include:

- Requiring multimodal analysis and mitigation, not just vehicle LOS
- Integrating the Regional Travel Demand Model into traffic impact reviews
- Defining proportional developer contributions and allowable offsets (e.g., TDM programs)
- Clarifying roles and expectations between the City and developers

We will lead work sessions with City departments (Engineering, Planning, Public Works) and key stakeholders to identify challenges and opportunities. Revised TIA manuals, forms, and checklists will be developed for City review.

**Policy Cost Analysis.** Every policy shift has consequences. Before implementation, we will conduct a high-level policy cost analysis to evaluate the impacts – both fiscal and organizational – of proposed changes. This includes:

- Estimating infrastructure and maintenance costs from new standards (e.g., narrower lanes, protected intersections, enhanced crossings, etc)
- Assessing long-term impacts to City staffing and development feasibility
- Identifying whether policy combinations produce collaborative or conflicting outcomes

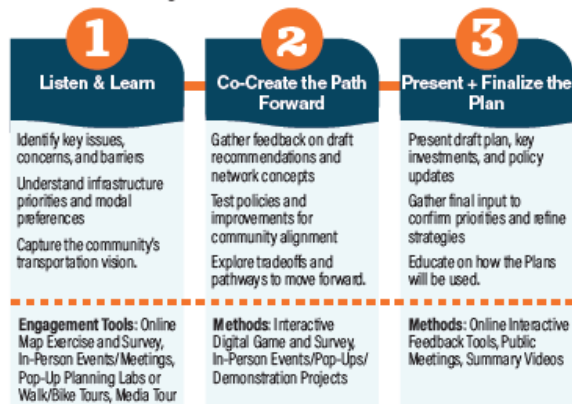
**COLORADO EMERGING MOBILITY IMPACT STUDY:** Our teaming partner, HDR, evaluated policy options for emerging mobility modes – analyzing fees, operations, and economic impacts. This forward-looking approach offers a strong parallel to Flagstaff's need to assess the costs and benefits of safer street standards.

## TASK 08 Community Engagement *Ensuring Every Voice Is Heard*

**Challenge: Meaningful Engagement Without Fatigue.** MetroPlan, the City of Flagstaff, Coconino County, and Mountain Line have built a strong culture of public engagement—but with multiple concurrent planning efforts, the risk of community burnout is real. This is especially critical in a region where nearly one in four households are low-income, and many residents face barriers such as limited internet access, nontraditional work hours, and language or cultural divides.

For the SSMP to make a lasting impact, it must do more than inform – it must empower. That means lifting up the voices of those most affected by unsafe streets, while respecting the time, energy, and input of those already engaged. The challenge is clear: to deliver deep, equitable engagement without over-asking, by going where people already are, leveraging trusted messengers, and making every interaction count.

**How We Propose to Engage the Community:** We propose a three-phase engagement approach, with summary reports after each phase to document input and adjust strategies. Outreach will be continuously evaluated to ensure inclusive participation, with a focus on vulnerable road users and underserved communities across the MetroPlan region.



**DIGITAL MARKETING AND ENGAGEMENT TOOLS AND STRATEGIES:** To build awareness and excitement around the SSMP, we propose a digital media campaign to inform and engage residents, visitors, and decision-makers. This includes:

- **Study Branding:** Our team will develop a project logo, color palette, and slogan to create a recognizable identity for the SSMP.
- **Social Media:** Working with local agencies to share updates, promote events, and spotlight issues using existing social media platforms.
- **Media Outreach:** Participation in local podcasts, news stories, and regional radio interviews (e.g., KNAU) will help extend the reach of the Plan.
- **Interactive Website:** A centralized project website will feature surveys, interactive maps, FAQs, explainer videos, and virtual open houses - giving community members 24/7 access to participate and learn.

#### COMMUNITY BASED ENGAGEMENT STRATEGIES:

**Community Advisory Group (CAG).** To ensure authentic, inclusive engagement, we will convene a group of local community-based organizations, health advocates, transit users, youth organizations, and neighborhood leaders. They will help co-develop messaging and:

- Promote surveys and events through trusted local networks.
- Host grassroots input sessions using a "Meeting in the Box" kit, complete with interactive activities, conversation guides, and feedback tools.

**"Going to Them" Events or In-Person Open Houses.** We will meet community members where they are - at events and locations they already frequent - with low-barrier, high-energy outreach. These events will blend education, engagement, and creativity. Strategies include:

- Pop-Up Engagement at events like Flagstaff Art in the Park, First Friday, or Bike and Roll Days, and locations such as transit centers, trailheads, etc.
- Neighborhood Workshops featuring walk/bike audits, interactive charrettes, and discussion boards.
- Targeted special interest group events - such as creating a community bike ride, hosting a ride the bus day, youth "earn a bike" activities, etc.
- Creating live demonstration projects with chalk or cones to illustrate traffic calming or other improvements recommended in the Plan.

**Inclusive Messaging and Accessibility.** All outreach materials will meet ADA accessibility standards and be translated into Spanish. To expand our reach, we will distribute information through schools, libraries, churches, social service networks, and neighborhood newsletters. All digital engagement tools will be mobile-friendly and easy to navigate for users of all abilities.

Morona aims to improve travel with Transportation Master Plan



Kittelson and Beta PR specialize in designing community-based engagement strategies that go beyond the checklist - meeting people where they are, elevating local voices, and turning input into action.

## TASK 09 "Better Streets, Better Flagstaff" Data Portal A One-Stop Implementation Platform

To support implementation of the SSMP, the KAI Team will develop a user-friendly web-based platform titled **"Better Streets, Better Flagstaff"**. Built using ESRI's Experience Builder Dev Edition, this one-stop portal will serve City staff, agency partners, developers, and the public with access to tools and resources, including:

- The Interactive Design Guidance Map Tool
- Complete Streets Guidelines
- Transportation Master Plan
- TIA Guidelines
- A Performance Monitoring Dashboard
- Key Policies and City Codes
- A searchable Resource Library of planning and design documents

Example illustration of the "Better Streets, Better Flagstaff" Data Portal



This portal will streamline access to information, support consistent design review and application, and increase transparency for all users.

**Interactive Design Guidance Map Tool.** More than just a static map viewer, this tool provides location-specific design guidance that is directly linked to the Complete Streets Guidelines. Planners and engineers can click on any street segment and instantly access:

- Street classification and design typology
- Built environment context and modal priorities
- Recommended cross sections or design elements
- Direct links to the applicable Complete Streets Typology Sheet
- Supporting visuals, policy references, and relevant code citations

The experience is designed for efficiency and clarity - users won't need to dig through a PDF or separate document to find guidance. Instead, the right typology sheet opens with a single click, based on the street's functional class, context zone, and modal emphasis. By integrating land use, zoning, and multimodal data, the tool will support real-time decision-making for both capital project planning and development review.

**Performance Monitoring Dashboard.** To support data-driven implementation of the SSMP, the portal will feature a flexible performance dashboard that tracks key outcomes over time. In collaboration with MetroPlan, we'll define a set of performance metrics that include both safety and Complete Streets implementation indicators such as:

- Total crashes and KSI (killed or seriously injured) metrics
- Crash rates per million vehicle miles traveled (VMT)
- Crash trends over time, by mode and severity
- Change in pedestrian and bike counts on improved corridors
- Transit ridership changes following access or safety improvements
- Mode share changes in household or employer surveys
- Vehicle miles traveled (VMT) per capita, especially in targeted zones

The dashboard will help MetroPlan and the City track implementation progress.

**Resource Library.** An effective plan is only useful if people can find and use it. The Resource Library will serve as a curated, well-organized digital archive of the City's planning and design materials. Users can quickly locate current and legacy plans, design guidelines and standard details, policy documents and memos, etc.

## TASK 10

### Implementation Plan

*A Practical Blueprint for Action*

The Implementation Plan will include a roadmap for how MetroPlan, Flagstaff, Mountain Line, and Coconino County can move from planning to implementation to build safer streets, maintain them sustainably, and fund them smartly.

#### Financial and Funding Plan

- **Cost Estimation:** We'll prepare planning-level cost estimates for near-term projects—including development, ROW, and construction—tailored to Flagstaff's conditions and escalation rates. Long-term projects will use unit costs adjusted to year-of-expenditure. Estimates will be suitable for budgeting and competitive funding applications.
- **Existing Revenue and Expenditure Projections:** We will evaluate existing local, regional, and state funding sources - such as the City's transportation sales tax, ADOT funds, federal formula programs, and CIP allocations from MetroPlan member agencies - alongside ongoing operations and maintenance costs to define the region's fiscal baseline.
- **Funding Gap Analysis:** We'll quantify shortfalls by mode and time horizon, comparing forecasted revenues to project costs (planned and aspirational). High-level scenarios will assess impacts of inflation, new mandates (e.g., ADA compliance, Vision Zero), and implementation delays.
- **Financially Constrained Funding Plan:** In coordination with MetroPlan, we'll prepare a 20-year fiscally constrained implementation program. This program will reflect known funding sources and prioritized investments that can realistically be implemented under existing fiscal assumptions.
- **Evaluate Aspirational Funding Options:** To advance the full SSMP vision, we will evaluate regional options such as:
  - Local transportation sales tax extensions or initiatives
  - Parking benefit districts and curbside revenue reinvestment
  - Public-private partnerships (P3s), supported by Arizona's enabling

legislation

- State and federal competitive grants (RAISE, SS4A, TA, HSIP, INFRA, etc.)
- Transit utility fees or value-capture tools (e.g., special improvement districts)

• **Comprehensive Funding Strategy:** We'll compile findings into a comprehensive financial strategy that maps each funding source to the types of projects it can support, its timeline, eligibility criteria, and required local match. This matrix will help streamline future decision-making and support proactive grant pursuits.

• **Capital, Operations, and Maintenance Plan:** We'll In collaboration with the City of Flagstaff, Coconino County, and Mountain Line, we'll identify O&M costs, staffing needs, and ownership roles to support implementation and long-term sustainability.

• **Targeted Grant Support:** Our work plan includes preparing up to six grant-ready applications under the HSIP or Transportation Alternatives (TA) programs. Candidate projects will be screened based on eligibility, readiness, and competitive merit. Should a standout project emerge with tremendous benefits, (e.g., a corridor retrofit or multimodal downtown redesign), we will explore the possibility of utilizing the 15% contingency fund to prepare a competitive application for a major infrastructure grant (e.g., RAISE or MEGA).

**Project Prioritization:** To ensure resources go to the most impactful projects first, we will develop a project prioritization framework based on criteria such as:

- Safety risk reduction (fatalities/serious injuries)
- Equity and Title VI considerations
- Network continuity and multimodal connectivity
- Cost-effectiveness and implementation readiness
- Climate and VMT reduction potential
- Funding eligibility and match availability

This prioritization will be used to structure the fiscally constrained plan and could also support grant pursuits. It will also help identify "quick wins" and scalable investments for immediate implementation and impact.

**Performance Monitoring:** We will create a performance monitoring framework aligned with SS4A guidance, the Vulnerable Road Users Safety Action Plan, and local Complete Streets goals. This framework will:

- Define baseline conditions for crash trends, VMT, emissions, and access
- Establish outcome-based metrics for each mode
- Recommend annual or biennial data collection protocols
- Integrate with the Task 9 interactive map tool for visual tracking
- Tie performance outcomes to future investment decisions and funding strategies

Performance metrics will support transparent, data-driven decision-making and continuous improvement.

**Transportation Demand Management (TDM) Strategies:** In addition to infrastructure investments, the plan will include TDM strategies that reduce demand on the system and maximize return on capital investment.

#### Special Focus: Tourism-Related VMT

- Tourism accounts for a significant portion of Flagstaff's traffic. We will recommend creative, place-based strategies to reduce tourist VMT, such as:
- "Park once" and visitor shuttle systems connected to hotels, downtown, and trailheads
- Expanded weekend and seasonal Mountain Line service to visitor destinations
- Downtown curbside management for tour buses and rideshare
- Marketing campaigns for car-free visitor experiences (e.g., Amtrak connections, regional transit)
- Partnerships with the tourism bureau and lodging sector to promote sustainable travel behavior

These strategies will support congestion reduction, enhance the visitor experience, and reinforce Flagstaff's climate goals.

## TASK 11

### Adoption Support

*Partnering Through the Finish Line*

Implementing the SSMP requires more than developing guidance and tools. It also requires institutionalizing that vision through adopted policies, codes, and standards. To ensure the work developed through this effort moves from plan to practice, **the project team will utilize the final 10 months of the project schedule exclusively to supporting adoption efforts.**

During this phase, we will work closely with City of Flagstaff and MetroPlan staff to:

- Assist in preparing presentation materials for City Council, MetroPlan Board, and other governing bodies
- Attend key meetings, study sessions, and public hearings as needed
- Provide responses to technical questions or requested revisions
- Refine draft policy, code, or standards language based on input received

This task is intentionally designed to be flexible and responsive. While the formal responsibility for adoption rests with the City and MetroPlan, our team will remain engaged as a trusted technical partner, helping to troubleshoot challenges, build consensus, and ensure the Plan's vision is effectively translated into action.



# D. Value and Fee Proposal

Staff	Role	Rate	Task 1: Project Management	Task 2: Project Definition Plan	Task 3: Modeling	Task 4: Data Collection	Task 5: Transportation Model Plan	Task 6: Complete Streets	Task 7: Policy and Code Updates	Task 8: Community Engagement	Task 9: Implementation Plan	Task 10: Adoptable	Total Hours	Total Cost
<b>Prime: Kittelson &amp; Associates, Inc.</b>														
Michael Hildner, PMP	Project Manager	\$120	200	8	12	2	80	48	4	48	12	20	24	588
Theresa Hildner, PMP	Project Manager	\$120	80	12	24	8	80	48	80	12	32			562
Jeff Rogers, PE, PMP, PDE/PSR	Complete Streets Expert	\$120	64	16	8		24	80	48			24	40	3,04
Harrison Stays, PE	Project Principal	\$120	24	4	2				8					288
Julie Lutz, PhD, PE, PDE	St. Traffic Engineer	\$120					32							384
Renata Gotsch, PE	St. Traffic Engineer	\$120					4				32			144
Ally Morgan, PhD, PE	Emergency Expert	\$120					32	12						448
Jennifer Winkler, PE	Complete Streets Advisor	\$120			4			16			4			240
Patricia Hildner, PE	Engineer	\$120					80	200						2,000
Karen Swartz, ACP	Policy/Code Expert	\$120							80			32		1,120
Chris Hildner, ACP, RD	Acting Principal	\$120					40	32						1,040
Scott Gray, ACP, CHMA	Senior Demand Model Expert	\$120									36			432
Wagner Chen, PhD, PMP	Safety Analyst	\$120					120							1,440
Julie Brown	GIS Technician	\$120			24	48	124	240		32	24			4,000
Colin Miller, ACP	Quick Build Expert	\$120						24				56		672
Andrea Smith, PE	Trans. Analyst	\$120	40	32	24	16	80	80		24		54		1,440
Leah Hildner	Graphics Specialist	\$120		24	8		120	80		32		80		1,440
Kittelson Total Labor			591	56	106	74	506	1,056	140	136	48	138	96	3,847
Kittelson Travel Expenses (20 Mph to Eugene, 24 Mph to St. George)														\$1,440
Kittelson Other Expenses (Photography)														\$1,000
<b>Kittelson Total</b>														<b>\$6,287</b>
<b>Subcontract: HDR, Inc.</b>														
Michael Lutz, ACP	Policy Expert	\$120		24	8				80			80	120	\$1,440
Jon Malt, PE, PSR	Safety Engineer	\$120		8	8			16	80			80	120	\$1,440
Joan Kelly	Senior Planner	\$120		4	12			12	80			80	120	\$1,440
Roberto Santiago	Senior Planner	\$120					40	40			20		100	\$1,200
Casey Moore	Senior Planner	\$120					80	16					100	\$1,200
Gail Lewis	Funding & PPP Specialist	\$120			16						120		136	\$1,632
Thomas Schipani	Environmental Planner	\$120						8			80		88	\$1,056
Valerie O'Neil, ACP, PMP	Policy/Code Specialist	\$120		40				308			24	24	408	\$4,896
HDR Total Labor			0	76	40	0	100	100	888	0	0	476	64	\$7,728
HDR Direct Expenses														\$1,000
<b>HDR Total</b>														<b>\$8,728</b>
<b>Subcontract: High Street Consulting, Inc.</b>														
Scott Davis, PE, PSR	Safety/Build Programmer	\$120						32			360		392	\$4,704
Kevin Ford, PhD, PE	Project/Modeling Advisor	\$120					24				40		64	\$768
Joan Blum	Senior Planner	\$120					16				80		96	\$1,152
Mark Egge	Senior Programmer	\$120									80		80	\$960
High Street Consulting, Inc. Total			0	0	0	0	40	32	0	0	480	0	512	\$6,144
<b>Subcontract: Northern Arizona University</b>														
Edward Seng, PhD	Planner/Modeling Advisor	\$120			4	40	84	24					152	\$1,824
Steve Gotsch, PhD	Senior Demand Model Expert	\$120				4	80	20					104	\$1,248
Barbara Raso	Planner/Modeling Advisor	\$120					40	20					60	\$720
Graduate Student	Senior Demand Model Analyst	\$65					320						320	\$20,800
NAU Total			0	0	4	44	384	84	0	0	0	0	536	\$34,872
<b>Subcontract: Miller Consulting</b>														
Patricia Miller, PE, PMP	Complete Streets Advisor	\$120		4	2			44					50	\$600
Miller Consulting Total			0	4	2	0	0	44	0	0	0	0	50	\$600
<b>Subcontract: Dig Studio</b>														
Chris Anderson, BA, MA, MEd	Landscape Architect	\$120			16		32	24		4			76	\$912
Nicholas	Graphics Specialist	\$120			36		64	64		48			212	\$2,544
Dig Studio Total			0	0	52	0	96	168	0	52	0	0	338	\$4,056
<b>Subcontract: Beta PI</b>														
Conner Owsen	Public Engagement Lead	\$120			24				180				204	\$2,448
Valerie Patton	Public Engagement Tech.	\$120			24				240				264	\$3,168
Beta PI Total			0	0	48	0	0	0	420	0	0	0	468	\$5,616
<b>Subcontract: Beta</b>														
Michael Washburn, PE	IS Expert	\$120					8	2			4		12	\$1,440
Nick Brown, PE	IS Engineer	\$120					64	44	8		72		188	\$2,256
Wendy Jones	IS/OSM Analyst	\$120				8	80	40			160		248	\$2,976
Beta Total			0	0	0	0	72	86	8	0	0	236	0	\$2,872
<b>Subcontract: Design Workshop</b>														
Chien-Hung, BA, ACP	General Plan/Modeling	\$120					16	20	30				66	\$792
Terrell Hildner	Subcontractor/Design/Model	\$120					24	24	40				88	\$1,056
Design Workshop Total			0	0	0	0	40	44	70	0	0	0	154	\$1,848
<b>Subcontract: Greenlight Traffic Engineering</b>														
Mike Borchert, PE, PSP	Grant Writing	\$120					4				56		60	\$720
Josh Berger, PE, PSP	Safety Engineer	\$120					64	44	8		80		144	\$1,728
Greenlight Total			0	0	0	0	68	52	8	0	136	0	244	\$2,928
Project Total Hours			591	176	234	136	2,044	1,546	877	688	688	1,036	1,000	15,376
Project Total Cost			\$108,343	\$20,736	\$40,642	\$20,469	\$230,268	\$206,236	\$230,668	\$108,438	\$27,328	\$240,236	\$29,280	\$1,053,669

The cost does not include the 15% contingency discussed in the RFP.

APPENDIX A.

# Forms



ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Kittelson & Associates, Inc.
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Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

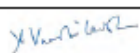
Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Vamshi Yellisetty, AICP, PTP Print Title Senior Principal Planner  
 Signature  Date 7/15/2025

Print Proposing Consultant Firm Name Kittelson & Associates, Inc.

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**Request for Proposal Certification Form**

Contract #:	RFP Safe Streets Master Plan	Consultant Name:	High Street Consulting Group, LLC
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Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

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10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
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15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
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18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Kevin Ford, Ph.D., PE Print Title Partner

Signature  Date July 9, 2025

Print Proposing Consultant Firm Name High Street Consulting Group, LLC

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

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

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

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

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

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



SIGNATURE

July 9, 2025

DATE

Partner | High Street Consulting Group, LLC

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

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**Request for Proposal Certification Form**

Contract #:	Consultant Name: Beta Public Relations, LLC
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1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Bryce Snyder Print Title Principal

Signature  Date July 7, 2025

Print Proposing Consultant Firm Name Beta Public Relations, LLC

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

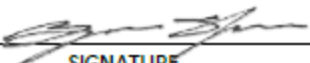
The undersigned certifies, to the best of his or her knowledge and belief, that:

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

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

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

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

  
\_\_\_\_\_  
SIGNATURE

July 7, 2025  
\_\_\_\_\_  
DATE

Principal  
\_\_\_\_\_  
TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Dig Studio, Inc.
-------------	-----------------------------------

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

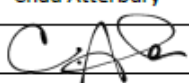
Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. <i>(MPDG218177-500.1)</i>
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Chad Atterbury Print Title Principal  
 Signature  Date 7/7/2025

Print Proposing Consultant Firm Name Dig Studio, Inc.

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

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

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

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

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

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



SIGNATURE

7/7/2025

DATE

Principal

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Design Workshop, Inc.
-------------	--

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

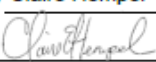
Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Party Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Claire Hempel Print Title Principal-in-Charge  
 Signature  Date 07/09/2025

Print Proposing Consultant Firm Name Design Workshop, Inc.

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A


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

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

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

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

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

  
\_\_\_\_\_  
SIGNATURE

07/09/2025  
\_\_\_\_\_  
DATE

Principal-in-Charge  
\_\_\_\_\_  
TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Greenlight Traffic Engineering, LLC
-------------	--

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Mike Blankenship Print Title Principal

Signature *Mike Blankenship* Date July 7, 2025

Print Proposing Consultant Firm Name Greenlight Traffic Engineering, LLC

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

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

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

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

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

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



SIGNATURE

July 7, 2025

DATE

Principal

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

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

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

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

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

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



SIGNATURE

July 16, 2025

DATE

Area Operations Manager

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #: TBD - MetroPlan Safe Streets Master Plan    Consultant Name: HDR Engineering, Inc.
--

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. <b>Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)</b>
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Party Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Jason Fort, PE Print Title Area Operations Manager

Signature  Date July 16, 2025

Print Proposing Consultant Firm Name HDR Engineering, Inc.

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Iteris, Inc.
-------------	-------------------------------

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Party Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Steven Bradley, PE Print Title Senior Vice President

Signature  Date July 14, 2025

Print Proposing Consultant Firm Name Iteris, Inc.

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

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

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

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

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

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



SIGNATURE

July 14, 2025

DATE

Steven Bradley, PE - Senior Vice President

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are **required to sign and return with their response the "Request for Proposal Certification Form"** that are included herein on the next page.

***Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.***

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Millar Consulting Services, LLC
-------------	--

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

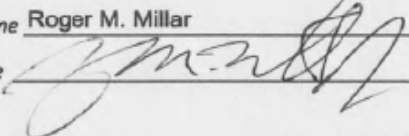
Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

**ATTACHMENT B - CONSULTANT CERTIFICATION FORM**

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. <b>Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)</b>
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Roger M. Millar Print Title President  
 Signature  Date July 8, 2025  
 Print Proposing Consultant Firm Name Millar Consulting Services, LLC

ATTACHMENT D – LOBBYING CERTIFICATION

**ATTACHMENT D -**

**Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements**  
**Pursuant to 49 CFR 20, Subpart F, Appendix A**

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

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

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

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

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

  
SIGNATURE

July 8, 2025

DATE

President

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in Item (2) above: ☐ Yes ☒ No

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

CONSULTANT CERTIFICATION FORM

Please read the statements below. Responders to this RFP are required to sign and return with their response the "Request for Proposal Certification Form" that are included herein on the next page.

*Failure to sign and submit the certification form specified in this RFP, with the RFP, will result in the RFP being rejected.*

**Request for Proposal Certification Form**

Contract #:	Consultant Name: Edward Smaglik - NAU
-------------	---------------------------------------

Please read the statements below. The statements are to ensure Consultants are aware and in agreement with Federal, and State guidelines related to the award of this contract. Consultants shall submit this Certification Form attached to each Proposal for each RFP advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this RFP with the Proposal will result in the Proposal being rejected.

Submission of the Proposal by the Consultant certifies that to the best of its knowledge:

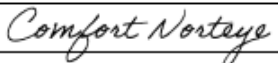
1.	The Consultant and its sub-consultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and sub-consultants have not been suspended or debarred from doing business with any government entity. 2 CFR 200, Subpart F, Appendix II and 23 CFR 121 (J)
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all Sub- consultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Key members of the Project Team, including sub-consultants, are currently licensed to provide the required services as requested in the RFP package.
4.	The Consultant's signature on any RFP or contract constitutes an authorization to METROPLAN to ascertain the eligibility of the Consultant, its principals and subconsultants to enter into contract with METROPLAN and with any other governmental agency.
5.	The Consultant's Project Team members are employed or sub-contracted by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that METROPLAN reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from, or in conjunction with, the performance of the work hereunder by the Consultant, its agents representatives or employees. Insurance requirements can be found as Exhibit C in the sample contract.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying. 2 CFR 200, Subpart F, Appendix II (I)

ATTACHMENT B - CONSULTANT CERTIFICATION FORM

9.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals/bids in response to this invitation and shall not be discriminated against on the grounds of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation.
10.	The Consultant will utilize all Project Team members, sub-consultants and DBE firms, if applicable, submitted in the RFP, and will not add other Project Team members or sub-consultants, unless the Consultant has received prior written approval from METROPLAN.
11.	The Consultant shall meet its DBE goal commitment and any other DBE commitments as stated in its RFP proposal or Cost Proposal; and shall report on a timely basis its DBE utilization as detailed in the contract.
12.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its RFP proposal.
13.	The Consultant is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h), Section 508 of the Clean Water Act (33 U.S.C. 1368).
14.	The Consultant is required to comply with mandatory standards and policies, as applicable, relating to energy efficiency.
15.	The Consultant agrees that it will comply with the provisions of the Drug-Free Work Place Act of 1988 (Public Law 100-690, Title V, subtitle D; U.S.C. § 701 et seq.) and maintain a drug and alcohol-free work place.
16.	MetroPlan, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
17.	In Compliance with 49 CFR Part 26.11, the Consultant is required to register with the AZ UTRACS web portal and complete the Online Bidder's List. <b>Please Note:</b> any firm being awarded work as a prime or sub-consultant on a federally funded project must be AZ UTRACS registered. Failure to submit the corresponding Bidder's List email confirmation as part of the Proposal will result in rejection of the proposal. (MPDG218177-500.1)
18.	The Consultant agrees to comply with all Federal and State requirements listed in the section titled "Federal Third Part Agreement: Applicable Laws and Regulations."

*I hereby certify that I have read and agree to adhere to the statements above and that the statements are true to the best of my knowledge as a condition of award of this contract.*

Print Name Comfort Norteye Print Title Pre-Award Research Admin, Int

Signature  Date 7/14/2025

Print Proposing Consultant Firm Name Northern Arizona University

ATTACHMENT D – LOBBYING CERTIFICATION

ATTACHMENT D -  
Lobbying Certification for Contracts, Grants, Loans, and Cooperative Agreements  
Pursuant to 49 CFR 20, Subpart F, Appendix A

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

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

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

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

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

*Comfort Nortey*

SIGNATURE

7/14/2025

DATE

Pre-Award Research Admin, Int

TITLE

Please indicate here if you are required to submit Standard Form LLL as required in item (2) above: ☐ Yes ☒ No

APPENDIX B.



# Staff Resumes





## Vamshi Yellisetty <sup>AICP, PTP</sup> | Project Manager

Vamshi is committed to delivering bold, achievable transportation solutions that improve safety, connectivity, and quality of life. As Project Manager, he'll be your dedicated partner - leading with collaboration, clear communication, and trust. With Vamshi, you get:

- Hands-on leadership to turn complex transportation challenges into clear, achievable strategies.
- Deep expertise across planning, engineering, and GIS, with a strong track record in multimodal planning, land use integration, and economic development.
- A focus on implementation, ensuring every plan leads to real, measurable outcomes.

### Why Vamshi?

- Collaborative, hands-on project manager with direct experience leading complex, multimodal TMPs
- Brings lessons learned from developing, politically sensitive phased TMPs and Design Guidelines
- Skilled in cross-disciplinary coordination across planning, policy, engineering, and outreach
- Known for out-of-the-box thinking that delivers implementable, community-driven solutions
- Deep regional knowledge and a track record of leading integrated, fundable plans in Arizona.
- Builds consensus through strategic, inclusive stakeholder and community engagement

### Relevant Experience

#### **Gilbert Transportation Master Plan, Project Manager.**

Vamshi oversaw the development of all six interconnected plans that formed Gilbert's first integrated, multimodal transportation blueprint. The effort established a corridor classification system with modal priorities and context-sensitive street typologies and culminated in a prioritized, actionable list of multimodal projects aligned with current and future mobility needs.

#### **Phoenix Key Corridors Master Plan, Project Manager.**

Vamshi served as project manager for this innovative plan to classify the city's street system and guide prioritized, multimodal improvements. Key elements include a corridor classification system with modal priorities and context-sensitive typologies, as well as a subarea assessment of employment centers to identify strategies for managing congestion and improving travel reliability.

#### **MCDOT Transportation System Plan, Multimodal Lead.**

Vamshi supported MCDOT's Transportation System Plan update, shaping the framework for future transportation needs in unincorporated Maricopa County. He led key tasks, including developing a countywide GIS database, integrating GIS data into the overall MCDOT data system, supporting travel demand modeling, and leading multimodal planning efforts.

#### Education

MS, Civil Engineering, Arizona State University; BE, Civil Engineering, Osmania University (India)

Years at Firm/Experience: 6/27

Location: Phoenix, AZ

#### Qualifications

American Institute of Certified Planners; Institute of Transportation Engineers

#### Time Available to

Commit to Plan: 70%

#### Anticipated Workload & Time Commitment

NACOG Verde Valley Master Transportation Plan (20%); Glendale Transportation Master Plan (10%)

**Mesa Transportation Master Plan, Project Manager.** Oversaw the development of a multi-disciplinary team to develop a phased multimodal transportation plan for enhancing and improving transportation conditions in Mesa. Tasks included robust council and city department engagement; development of a new citywide street typologies system; and evaluation of roadway and safety improvements.

**MCDOT Active Transportation Plan, Project Manager.** Vamshi led this planning effort to implement a complete and accessible active transportation network. As project manager, Vamshi oversaw the planning and prioritizing of pedestrian and bike facilities to provide mode choices, fill in system gaps and connect communities within Maricopa County.

**YMPO Long-Range Transportation Plan, Project Manager.** Oversaw the development of a multi-disciplinary team to meet federal MPO requirements and to develop a long-range plan for improving multimodal conditions in Yuma. To meet the condensed project schedule, the study team worked on tasks in parallel, requiring intense coordination and communication. Tasks included stakeholder outreach; existing and future conditions analysis; multimodal assessment to improve and enhance multimodal access to trails, parks, and public transportation services; and evaluation of improvements.

**NACOG Safety Action Plans, Project Principal.** As Project Principal, Vamshi oversaw Kittelson's contributions to the development of SS4A-compliant Safety Action Plans for the Northern Arizona Council of Governments (NACOG) and Central Yavapai Metropolitan Planning Organization (CYMPO). Kittelson led the GIS-based crash analysis and the development of interactive online dashboards to support data-driven decision-making and transparent communication with stakeholders. Vamshi provided strategic guidance to ensure the plans aligned with federal requirements while addressing regional safety priorities and positioning both agencies for successful implementation and future funding.

**Central Yavapai MPO Regional Transportation Plan, Travel Demand Modeler.** Vamshi assisted with the update to the multimodal assessment and travel demand model for their 2045 and 2050 Regional Transportation Plan. The purpose of the RTP Update was to reprioritize transportation investments for the metropolitan area with a focus on performance-based investment choices. Vamshi was responsible for Developing and calibrating a standalone CYMPO Travel Demand Model, including updating the socioeconomic and roadway network to reflect existing and projected conditions, validation, and calibration of the model against real-life traffic conditions and running multiple build and no-build scenarios.

**ADOT Statewide Freight Plan, Planning Lead.** Vamshi supported ADOT in updating this plan that will ultimately identify immediate and long-range plans for freight related transportation investments. For this plan, Vamshi led the existing conditions inventory and assessment of existing freight conditions. Vamshi also led the efforts to identify freight bottlenecks on the State Highway System based on NPMRDS data. He led the needs evaluation task and also aided in identifying performance measures and a project prioritization framework to help make investment decisions.

**Arizona Association of County Engineers Roadway Needs Study, Project Manager.** Vamshi conducted a roadway needs assessment of county owned and maintained roads for all counties including Pinal County in the State of Arizona. Vamshi led the evaluation of statewide pavement and bridge condition data collection and assessment and developing a corresponding maintenance/repair treatment to determine funding needs. Vamshi also lead the statewide coordination and consensus building among county departments



## Phyllis Huegel <sup>AICP</sup> | TMP Task Lead

### Education

MS, Geographic Information Systems/BS, Geography, Arizona State University

Years at Firm/Experience: 6/18

Location: Phoenix, AZ

### Qualifications

American Institute of Certified Planners

### Time Available to

Commit to Plan: 70%

### Anticipated Workload &

#### Time Commitment

NACOG Verde Valley Master Transportation Plan (10%);  
Glendale Transportation Master Plan (20%)

Phyllis brings a clear mission to every project: create practical, achievable solutions that make it safer and easier for people to reach the places that matter most. With a broad background in multimodal transportation planning, her expertise spans long-range regional plans, active transportation, transit feasibility, roadway safety, GIS data analysis, equity-focused strategies, and inclusive public engagement. Phyllis has a unique talent for translating complex data into clear, compelling metrics and visualizations - uncovering the real stories behind the numbers and helping communities make informed, people-centered decisions.

### Why Phyllis?

- Proven success delivering long-range transportation plans for MPOs and jurisdictions like Gilbert, Phoenix, Glendale, Marana, San Antonio, and MCDOT.
- Designs and leads inclusive outreach strategies that elevate underrepresented voices and build consensus across diverse communities.
- Leverages GIS, big data, and advanced analytics to uncover unmet needs, reveal equity gaps, and translate complex data into clear, actionable insights that drive informed decision-making.
- Will strive to be a trusted partner for MetroPlan, Flagstaff, Coconino County, and Mountain Line.

### Relevant Experience

**Gilbert Transportation Master Plan, Deputy Project Manager.** Led multimodal planning efforts, including developed complete multimodal networks; identified multimodal projects to address safety, circulation, and mobility needs; conducted an active transportation demand assessment and socioeconomic and equity analysis; led two-phased public and community engagement and outreach; and led overall report documentation

**Mesa Transportation Master Plan, Deputy Project Manager.** Oversaw the development of a multi-disciplinary team to develop a phased multimodal transportation plan for enhancing and improving transportation conditions in Mesa. Her work included stakeholder and community engagement, development of a new citywide street typology system, and evaluation of roadway and safety improvements.

**Glendale Transportation Master Plan, Project Manager.** She is overseeing a multi-disciplinary team to develop a phased multimodal transportation plan aimed at enhancing and improving transportation conditions in Glendale. The project includes developing new street design guidelines, creating a phased improvement plan, and updating the city's Capital Improvement Plan.

**Marana Transportation Master Plan, Project Manager.** Led a multi-disciplinary team to develop a phased transportation investment plan that includes projects to spur economic development, supports planned master plan communities, and enhances regional travel.

**San Antonio Bike Network Plan, Deputy Project Manager.** Phyllis supported development the citywide Plan that ultimately creates as vision for a safer, more connected bicycle network. She helped guide Kittelson's efforts leading the existing conditions analysis, developing the proposed bike network, and creating new design guidance aligned with San Antonio's Complete Streets initiative. Phyllis also supported coordination with City staff and engagement with community stakeholders to ensure the plan reflected local needs and priorities.

**MCDOT Active Transportation Plan, Multimodal Planning Lead.** Phyllis served as the planning lead for this effort, overseeing the inventory and analysis of over 1,000 miles of sidewalks along Maricopa County-owned and maintained roadways. Additional responsibilities included performing health, social, and economic assessments to identify areas underserved by active transportation, pinpointing system gaps, developing GIS-based evaluation and prioritization methodology, and developing reports and documentation.

**MCDOT Transportation System Plan, Planner.** Phyllis' responsibilities include assisting in developing stakeholder workshops, developing countywide GIS database of key roadway conditions, identify gaps and needs based on current and project development, coordinate with multiple consulting firms, report development, and overall QA/QC of project deliverables.

**Lake Havasu MPO Regional Transportation Plan, Project Manager.** As Project Manager for the Lake Havasu MPO Regional Transportation Plan, Phyllis led the development of a long-range vision to guide multimodal investment and infrastructure decisions for the region. She oversaw all aspects of plan development, including stakeholder engagement, existing conditions analysis, future needs assessment, and project prioritization. Phyllis worked closely with MPO staff and regional partners to ensure the plan reflected local priorities, addressed safety and connectivity, and positioned the region for funding and implementation success.

**Glendale Active Transportation Plan, Project Manager.** Phyllis served as the project manager for the planning and prioritization of pedestrian, bicycle, and transit access to provide mode choices, fill system gaps, and connect destinations within Glendale. She collaborated with the stakeholders, the public, and decision makers to create a solution-driven plan that

included creating new cross-sections to incorporate bicycle facilities, addressing regional gaps, and creating internal City dialogue and consensus on improvements. Phyllis also led the public outreach efforts, which included pop-up demonstrations and conducting one-on-one surveys in areas traditionally underrepresented in the planning process

**Phoenix Key Corridors Master Plan, Planning Lead.** Phyllis helped lead this innovative, citywide modal priority network development and project identification study. Phyllis was instrumental in conducting and hosting meetings with City of Phoenix Transit and Valley Metro staff to determine current transit deficiencies and opportunities and to develop a long-range vision for transit corridors in Phoenix. Using her extensive experience in active transportation, Phyllis also worked closely with City and Valley Metro staff to identify pedestrian and bicycle improvement needs at high ridership transit locations to improve connectivity to public transportation. Phyllis also led the active transportation demand assessment, Socioeconomic equity analysis, modal network identification, developing performance metrics to track successes, developing growth scenarios, identifying gaps within the modal networks, and developing a list of projects. She also led final report documentation and the development of the public outreach survey, which resulted in over 1300 comments!



## Jeff Riegner PE, AICP, PTOE, RSP1 | Complete Streets Expert

### Education

MS, Transportation Engineering,  
University of California at Berkeley;  
BCE, Civil Engineering, University of  
Delaware

Years at Firm/Experience: 3/34

Location: Philadelphia, PA

### Qualifications

Professional Engineer; American  
Institute of Certified Planners;  
Professional Traffic Operations  
Engineer; Road Safety Professional

### Time Available to

Commit to Plan: 50%

### Anticipated Workload &

Time Commitment: Maryland  
DOT On-Call (15%); On-Going  
Complete Streets Support (15%);  
Luzerne County Safety Action Plan  
(20%)

Jeff brings decades of experience at the intersection of transportation policy, planning, and design. A nationally recognized leader in Complete Streets and multimodal design, Jeff has shaped bicycle and pedestrian networks across the country and led high-impact safety efforts, including multiple SS-4A Safety Action Plans and state-level Vulnerable Road User Safety Assessments. He currently chairs the National Complete Streets Coalition, previously led ITE's Pedestrian and Bicycle Council, and authored the "Design and Operation of Complete Streets and Intersections" chapter in the ITE Traffic Engineering Handbook. Jeff combines deep technical knowledge with a collaborative approach to deliver safer, more accessible streets for all users.

### Why Jeff?

- Nationally recognized multimodal and safety leader with 30+ years of experience shaping Complete Streets and Vision Zero strategies across the US.
- Deep policy and design expertise, from writing local and state design manuals to auditing and revising DOT standards for Complete Streets compliance
- Trusted advisor to cities and DOTs nationwide, helping implement context-sensitive, multimodal networks that are both visionary and practical.
- Dynamic facilitator and educator, delivering customized trainings in over 15 states and helping agencies turn Complete Streets policies into on-the-ground change.

### Relevant Experience

**Maryland DOT Complete Streets Policy Audit and Implementation, Project Manager.** Maryland DOT published a new Department-wide Complete Streets Policy in 2023 and is proceeding with fast-track implementation of the Policy across the Department. Kittelson supported the agency with two tasks related to this effort. First, the firm performed an audit to evaluate 35 current guidance documents across multiple MDOT modal administrations for compliance with the draft Policy and with national best practices for Complete Streets. Second, Kittelson facilitated technical work groups to develop agency-specific Complete Streets Implementation Plans on an aggressive schedule. This second task also included development and delivery of training courses.

**Complete Streets Technical Assistance for Smart Growth America.** Jeff is certified by the National Complete Streets Coalition to deliver day-long workshops on Complete Streets policies and implementation. He has delivered three types of customized workshops for clients in 15 states, and co-developed and taught a full-day Advanced Complete Streets Design for Professionals course for multiple audiences.

**Philadelphia Complete Streets Support, Project Manager.** Kittelson worked with the City of Philadelphia to update the 2017 version of the Complete Streets Handbook. Kittelson created a new combined document called the Philadelphia Streets Engineering Standards to turn guidance into practice. Jeff served as project principal.

**Delaware DOT Complete Streets, Project Manager.** Jeff led an on-call agreement for planning and design of walking and bicycling facilities. Oversaw low-stress bicycle facility feasibility studies on Broken Land Parkway and through the Hickory Ridge neighborhood. Supported implementation of the County's Complete Streets policy, including leading a thorough rewrite of the County's Design Manual Volume III (Complete Streets and Bridges), adopted in February 2022.

**Howard County Complete Streets & Shared Use Pathways, Project Manager.** For a previous employer, Jeff led an on-call agreement for Complete Streets and planning and design of walking and bicycling facilities. He helped write the County's Complete Streets policy, facilitated the County's multi-agency Complete Streets Implementation Team, led a thorough rewrite of the County's Design Manual Volume III (Complete Streets and Bridges), and oversaw development of an award-winning equity-focused Community Engagement Plan for Transportation Projects.

**DDOT Vision Zero, Project Principal.** Kittelson provides technical support to the District Department of Transportation and DC's Vision Zero Office. As part of these services, Kittelson updated and formalized DDOT's methodology for developing the District's high injury network (HIN), develops concept and final design documents for tactical Vision Zero improvements, and is leading preparation of a combined Strategic Highway Safety Plan/Vision Zero Plan. Jeff serves as project principal.

**Maryland SHA Traffic Safety and Engineering (Vulnerable Road User Safety Assessment), Project Principal.** Kittelson held an on-call contract (as part of a joint venture) with the Maryland State Highway Administration (SHA) leading comprehensive traffic safety programs across the state. These tasks included implementation plans and local funding plans for the Highway Safety Improvement Program, evaluation of part-time shoulder use, traffic signal timing upgrades, site evaluations using Highway Safety Manual methodologies, and vulnerable road user safety programs. Jeff led development of the state's Vulnerable Road User Safety Assessment. High-risk areas for walking and bicycling were identified using the state's Pedestrian Safety Action Plan model, which utilized crash history, equity considerations, short trip opportunity areas, and public input. Consultation with a variety of interested parties, including the City of Frederick, took place in summer 2023 to develop recommendations for safety improvements.

**Alexandria, VA King and Commonwealth Streetscape, Project Principal.** Kittelson provides a variety of transportation planning and engineering services to the City of Alexandria under an on-call Engineer of Record contract. This support has been instrumental in helping the City achieve Vision Zero. Jeff serves as project principal for an area-wide.

**Active Erie Transportation Plan, Project Manager.** Project manager for developing a walking and bicycling master plan for the City. Facilitated a steering committee of key stakeholders. Developed an inventory of sidewalks, trails, and bicycle facilities and Level of Traffic Stress mapping for all City streets to identify gaps in the active transportation network. Developed a public engagement toolkit to allow City staff and volunteers to reach people of all backgrounds throughout the City. Participated in a 15-mile COVID-friendly mobile bike workshop, acting as the project's public face on social media. The final plan included improvement recommendations to provide continuous, connected pedestrian and bicycle networks and a draft Complete Streets policy to guide plan implementation.



#### Education

BS Communications, NAU

Years at Firm/Experience: 8/8

Location: Flagstaff, AZ

Time Available to  
Commit to Plan: 50%

Anticipated Workload &  
Time Commitment  
On-Going Public Engagement  
Support (50%)

## Conner Cassens | Community Engagement **betaPR**

A proud Flagstaff local and graduate of the Flagstaff Leadership Program (where he also serves on the board), Conner offers deep regional insight and established relationships across jurisdictions - making him a powerful asset for projects requiring collaborative, multi-agency engagement. His public involvement style is grounded in transparency, respect, and boots-on-the-ground connection. From managing public hotlines and leading door-to-door outreach to developing strategic media campaigns and digital engagement tools, Conner ensures community members feel heard and supported throughout the process. Conner is known for his calm leadership, community credibility, and ability to turn complex information into clear, accessible narratives that build long-term support.

### Why Conner?

- Deep roots in Flagstaff with local knowledge, leadership experience, and trusted relationships across agencies, media, and community groups.
- Proven communicator for public-sector infrastructure projects, with a track record of building trust and transparency through clear messaging and hands-on engagement.
- Experienced in facilitating sensitive, high-visibility initiatives - including safety campaigns, drainage and flood mitigation projects, and multi-agency efforts.
- Hands-on presence in the field, from managing public hotlines to leading door-to-door campaigns - helping turn project skeptics into supporters.

### Relevant Experience

**ADOT Fourth-Lockett Roundabout Project, Engagement Lead.** BetaPR led all public and stakeholder engagement for this high-profile safety and traffic flow improvement project. Conner oversaw the implementation of a comprehensive engagement strategy that included neighborhood meetings, media relations, targeted messaging, and coordination with schools, businesses, and emergency services. Conner supported building public understanding of roundabout benefits, navigated initial skepticism, and created accessible materials to support clear communication and informed decision-making throughout construction.

**City of Flagstaff Spruce Wash Flood Mitigation and Communication Campaign, Engagement Lead.** Conner and BetaPR designed and executed a robust, multi-platform communications campaign to educate residents about ongoing risks, flood response actions, and long-term mitigation plans. Conner's work helped rebuild trust, reduce misinformation, and support community resilience during a time of ongoing uncertainty.

**City of Flagstaff JW Powell Extension Project, Engagement Lead.** Conner and BetaPR managed community engagement for this major corridor extension, including facilitating public meetings, creating visual storytelling tools, and gathering public feedback.

**Consulting for Mountain Mojo Group for the MetroPlan Safe Peoples Campaign.** BetaPR provided communications consulting support to Mountain Mojo Group in the development of MetroPlan's Safe Peoples Campaign. This initiative aimed to raise awareness about transportation safety and promote behavior change across Flagstaff. BetaPR contributed to strategic messaging, community outreach coordination, and campaign branding to help build a recognizable and resonant safety campaign grounded in local values.

**Flagstaff Annual Road Repair and Street Safety Program, Public Information Officer.** As the Public Information Officer for the City of Flagstaff's ongoing Road Repair and Street Safety Program, BetaPR led all communications and engagement activities. This included preparing regular construction updates, managing the project website, developing outreach materials, coordinating with contractors, and serving as a community liaison. Their work ensured that residents were well-informed about timelines, detours, and funding benefits associated with the voter-approved program.

**Flagstaff Beulah/University Realignment Project, Public Information Officer.** As part of this complex roadway realignment near Northern Arizona University, BetaPR served as the Public Information Officer, managing outreach to students, residents, and institutional stakeholders. Their role included construction communications, project branding, digital

and print updates, and facilitation of public meetings to explain traffic changes and long-term improvements.

**Coconino Estates Improvement Phase I Project, Public Information Officer.** For this major infrastructure improvement project in a high-profile Flagstaff neighborhood, BetaPR managed all public communications as the designated Public Information Officer. Their scope included direct engagement with residents impacted by construction, facilitation of public meetings, and the creation of accessible materials to explain complex engineering solutions. Their proactive communications helped minimize disruptions and build community trust.

**Town of Camp Verde Area Drainage Master Study, Public Information Officer.** To support the development of a Townwide Stormwater Master Plan, BetaPR designed and executed a robust community engagement strategy. Key components included:

- Custom Drainage Survey: Allowed residents to report localized flooding concerns, submit photos and videos, and describe personal experiences with stormwater impacts.
- Public Meeting: Held at the Town's Business Resource and Innovation Center to share flood maps, explain the study's purpose, and gather in-person feedback.
- Virtual Meeting Room: Created as a flexible, online alternative for public participation. The interactive platform housed project exhibits,

maps, and the drainage survey.

- Targeted Communications: BetaPR developed a press release and newspaper advertisements (published in the Verde Valley Independent and Camp Verde Bugle) to promote public input opportunities.
- Project Website: A dedicated, easy-to-navigate website served as the central information hub, containing all project materials and outreach tools.
- Project Hotline: Maintained for real-time community support and to answer questions or log concerns.

Through this multifaceted approach, BetaPR successfully engaged a wide range of residents and played a critical role in shaping a drainage plan that reflects the community's on-the-ground needs and priorities.

**City of Prescott Granite Creek Corridor Master Plan, Public Information Officer.** BetaPR supported the City of Prescott in gathering community input for the revitalization of the Granite Creek Corridor. Their team coordinated outreach activities, designed public meeting materials, and created a project-specific website and survey tool to gather feedback on priorities such as access, safety, aesthetics, and environmental preservation.



**Education**  
BEng, Civil Engineering, University of Stellenbosch

**Years at Firm/Experience :**  
33/33

**Location:** Portland, OR

**Qualifications**  
Professional Engineer

**Time Available to Commit to Plan:** 25%

**Anticipated Workload & Time Commitment**  
NCHRP Research Support (10%);  
Florida DOT On-Call (10%);  
Tennessee DOT On-Call (20%); On-Going Project Support (30%)

## Hermanus Steyn <sup>PE</sup> | Project Principal

Hermanus is a seasoned transportation engineer known for turning innovative concepts into real world solutions, guiding projects from research and planning through design and construction. As chair of the TRB's Performance Effects of Geometric Design Committee, he advances industry-leading practices in multimodal design. With hundreds of completed projects, Hermanus has a deep understanding of how design, operations, and safety intersect, and how to align technical solutions with community needs and project goals.

### Relevant Experience

**Sarasota Engineering Design Criteria Manual, Manual Lead.** Kittelson led a comprehensive update to Sarasota's Engineering Design Criteria Manual (EDCM). The EDCM was last updated in 2001. Hermanus worked with Kittelson team to incorporate best practices from around the state and nation to improve the quality of design in the community and support the city's vision for a world-class community and treasured destination, with enduring natural beauty, charm, and diversity. He also conducted quality control of all the chapters including erosion and siltation control, stormwater design, and solid waste.

**Florida DOT Complete Streets & Context Classification Workshops, Lead.** Hermanus presented at and facilitated five workshops focused on reviewing and applying recent FDOT-wide initiatives, including complete streets and context classification. The workshops covered new policies, procedures, and standards that have been adopted as a result of the FDOT Complete Streets initiative. The participants also learned how local stakeholders and FDOT can collaborate to advance community goals of mobility, safety, and economic development. During the workshops, a

venue was created to discuss ideas about improving collaboration on land use and transportation-decision making in the region and latest best practices from FDOT and the industry on planning, designing, and implementing complete streets. Hermanus' presentations reflected national trends in performance-based design based on the land use context, how agencies are integrating land use into design standards and criteria, and the design of multimodal corridors.

**MassDOT Project Development & Design Guide Update, Lead Engineer.** Kittelson holds an on-call contract with Massachusetts DOT to perform Complete Streets work and assist on roadway design and programmatic initiatives. The DOT's leadership has prioritized the update of the MassDOT Project Development & Design Guide to better integrate multimodal and resiliency topics and to provide web-based access to guide users. Hermanus worked with the project team and MassDOT staff in reviewing and providing input to the chapter and associated sections related to speed. His input provided the national perspective and sharing what other State DOTs are doing updating their design guidance and criteria.

**NCHRP Web-Only Document 320 (Project 15-77): Aligning Geometric Design with Roadway Context, Author.** Building upon the Green Book, 8th Edition Visioning and Roadmap, Hermanus provided input and conducted technical quality control reviews of the Green Book, 8th Edition, Part IV Facility Design in Context (draft chapters) by providing design guidance and criteria based on the specific context classifications. This content incorporates a performance-based model and has six different context classifications.

**NCHRP Research Report 1022 (Project 15-72): Context Classification Application: A Guide, Lead Author.** Hermanus led Kittelson's support to the research team with identifying AASHTO context classifications for the Green Book 8th Edition. He has participated in work sessions, reviewed content, and produced draft information associated with understanding the context classification characteristics and design guidance integration. He also developed practical guidance to identify appropriate context classification(s) for an area or project.

**NCHRP Research Report 1036 (Project 15-78) Roadway Cross Section Reallocation, Author.** This national guidance document helps transportation agencies evaluate and implement cross section reallocation strategies - such as repurposing travel lanes for bike lanes, transit lanes, or pedestrian space - to better align with safety, equity, and multimodal goals. Kittelson led the development of

a performance-based, decision-making framework grounded in real-world case studies, agency practices, and stakeholder input. The guide provides practitioners with practical tools to assess trade-offs, engage communities, and design context-sensitive cross sections that reflect evolving transportation priorities. The report also includes example policies, evaluation metrics, and implementation strategies to support successful reallocation projects from planning through design.

**City of Alameda Central Avenue Complete Streets Plan, Project Manager.** Hermanus worked with a multidisciplinary team to evaluate and develop concept plans for implementing a road diet along Central Ave. The project included bicycle treatments, such as separated multiuse path, separate bicycle lane, traditional bicycle lane, bicycle boxes, and bicycle signal treatments as well as unique bicycle signal phases at intersections.

**Oregon City Street Design Standards, Lead.** Kittelson led the development of Oregon City's first standalone Street Design Standards, tailored to reflect local context and community preferences. Using a collaborative, three-step process—table of contents, annotated outline, and full document development—the team created a clear, user-friendly guide grounded in best practices. The result is a comprehensive standards document that provides clear requirements for planning and designing multimodal streets within Oregon City.

**Oregon DOT Metro Designing Livable Streets and Trails, Engineer.** Hermanus guided efforts to update Metro's street design guides to reflect current best practices and provide guidance on a performance-based design approach for regional streets and trails. The new Designing Livable Streets and Trails Guide provides the linkage between the Greater Portland region's policies and vision for implementing streets based on land uses by defining project outcomes, the functions of the streets to support the communities and the intended outcomes, establishing design principles and elements to support the functions, and providing a performance-based design decision-making framework that gives practitioners the flexibility to develop community-based solutions.

**Tennessee DOT Project Scoping Guide, Principal.** Kittelson is leading efforts with the Tennessee Department of Transportation to integrate context and performance-based decision-making into statewide design practices. The TDOT Project Scoping Guide establishes criteria for context classifications (urban core, urban, suburban, rural town, rural), while the 20-Flag Intersection Evaluation Guide introduces a safety assessment method supported by pilot applications and training materials. These tools are designed for use by TDOT and local agencies to improve planning and safety outcomes across Tennessee.



**Education**  
PhD, MS, BS, Engineering  
University of Arizona

**Years at Firm/Experience:** 23/26  
**Location:** Tucson, AZ

**Qualifications**  
Professional Engineer; Professional Traffic Operations Engineer; Certified Road Safety Professional (RSP), Transportation Professional Certification Board

**Time Available to Commit to Plan:** 40%

**Anticipated Workload & Time Commitment**  
City of Tucson On-Call (25%); City of Phoenix On-Call (20%), MAG Transportation On-Call (15%)

## Felipe L. de Guevara PHD, PE, PTOE, RSP | Traffic Engineer

For the past 20+ years, Felipe has specialized in traffic operations, safety, roadway design, and intersection control. His expertise includes traffic studies, corridor planning, DCRs, signal design and optimization, safety assessments, and low-cost, data-driven solutions to improve traffic operations and safety. Felipe specializes in bringing innovative tools and methodologies to evaluate complex traffic systems and to provide clients with low-cost, realistic solutions to improve operations and safety.

### Relevant Experience

**City of Tucson DOT Tucson Road Diet Guidelines, Project Manager.** As Project Manager, Felipe led the development of Tucson's Road Diet Guidelines, overseeing a multidisciplinary team and coordinating directly with City staff and stakeholders. He guided the creation of a user friendly document that provides engineering and planning guidance for implementing road diets citywide. The guidelines include criteria for feasibility assessment, safety evaluation, public engagement strategies, and design considerations - equipping staff with a clear framework to improve safety and multimodal access on existing corridors.

**Tucson Pedestrian Safety Action Plan, Project Manager.** Felipe served as project manager for the development of the City of Tucson's Pedestrian Safety Action Plan. The plan included an in-depth pedestrian crash analysis to identify risk factors, develop the high-injury network, and prioritize future pedestrian improvements. The plan lays out an Action Plan that covers five strategies to improve pedestrian safety. The strategies are engineering, policy, enforcement, evaluation, education, and engagement.

**Town of Gilbert Heritage District Circulation, Engineer.** Felipe supported the development of the circulation plan for Gilbert's Heritage District by conducting multimodal traffic analysis, evaluating street design concepts, and coordinating closely with Town staff to develop solutions that balanced pedestrian comfort, vehicular circulation, and future development needs. His engineering input helped shape context sensitive recommendations for intersections, curbside uses, and access management that aligned with the District's unique character and long term vision.

**City of Phoenix Traffic Signal Optimization Performance Evaluation Methodology, Project Manager.** Kittelson developed a methodology to evaluate traffic signal optimization performance before and after implementing new traffic signal timing plans. The methodology uses WaySync (formerly TranSync) software to conduct travel time runs recording vehicle trajectories to calculate performance measures. The methodology also uses INRIX data in an Excel spreadsheet tool to evaluate travel time data in terms of travel time savings, corridor reliability, and benefit/cost ratios associated with the signal optimization efforts.

**Pima County DOT Intersection Cost Comparison, Project Manager.** The Kittelson team prepared a tool for Pima County to perform a life-cycle cost evaluation that accounts for capital cost (planning, design, construction, and right-of-way), annual operations cost, and maintenance cost (power, signal maintenance, lighting maintenance, pavement maintenance, and signing/stripping maintenance). Additionally, this tool accounts for delay and safety (crashes) costs related to intersection types. Felipe served as project manager for this effort, leading the development of the tool as well as the case studies conducted with the new Pima County tool.

**Pima County DOT Systematic Ped/Bike Crossing Improvement Plan, Project Manager.** Kittelson conducted a systematic review of the conflicts that pedestrians and cyclists face at intersections as well as to design specific solutions and a toolbox of treatments that could be used at intersections throughout the county. To date, Kittelson has produced over 20 specific intersection design improvements. Felipe is serving as technical lead in the evaluation of priority intersections identified by Pima County, evaluating best practices with a focus on locations with merge and diverge crossing conflicts due to free right-turn lanes and alternative intersection forms. The plan will develop systemic treatments that can be applied at similar locations across the county with a focus on identifying low-cost, short-term improvements consisting of signing and striping and identifying long-term solutions that would require additional funding.

**City of Eloy Main St. Complete Streets Improvement Project, Project Manager.** Kittelson provided design services for improvements to Main St. in Eloy. As lead traffic engineer, Felipe supported this complete streets project, which included modifying the roadway cross-section to enhance ped/bike facilities, reducing through lanes, providing a raised median, and improving access and on-street parking. In addition, landscape and hardscape themes were developed to coordinate with the surrounding corridor to promote economic and community development.

**Pima County Road Safety Analysis Program Guardrail Evaluation, Project Manager.** Felipe led the development of a process to assess and prioritize guardrail/barrier installation on Pima County roadways using the Road Safety Analysis Program (RSAP) and the Federal Lands Highway's Barrier Guide for Low Volume Roads. The process estimates the benefit/cost associated with guardrail/barrier installation. The process was tested at 16 locations.

**City of Tucson First Avenue Needs Assessment, Project Manager.** Kittelson conducted a multimodal needs assessment for a 3-mile section of First Avenue. The study assessed the operational and safety needs for each mode, considering both existing and future traffic demand and land use. Vehicle operations were evaluated using Synchro/SimTraffic, and HCM Multimodal LOS methods. Improvement options, including several widening scenarios, protected bike lanes, bus queue jump lanes, and protected mid-block crossings were evaluated. Cost

estimates for each scenario were developed.

**LHMP0 Regional Transportation Plan, Engineer.** Kittelson updated LHMP0's Regional Transportation Plan to address performance measures enacted by the FAST Act. The plan ultimately developed a phased implementation plan that stretches available funding to maximize short-term investments while seeking sustainable alternative funding solutions to implement long-term, large-scale roadway improvement efforts.

**City of Tucson DOT Downtown Links Phase 2, Project Manager.** Felipe served as traffic engineer for this study to develop a bypass route (via Barraza/Aviation Parkway) for traffic that drives through downtown Tucson. Kittelson developed a detailed microsimulation model of the downtown roadway network; additionally, this study evaluated alternative alignments and roadway improvements, including converting existing one-way streets in the downtown into two-way operation.



**Education**  
MURP, Urban Planning; BS, Public Administration, University of Central Florida

**Years at Firm/Experience:** 9/12

**Location:** San Diego, CA

**Qualifications**  
American Institute of Certified Planners; Leadership in Energy and Environmental Design Accredited Professional in Neighborhood Development

**Time Available to Commit to Plan:** 55%

**Anticipated Workload & Time Commitment**  
Ft. Lauderdale On-Call (10%); San Diego SS4A (20%); Sacramento On-Call (15%)

# Chris Romano AICP, LEED AP ND | Active Transportation

Chris develops equitable, community driven, and data-informed transportation solutions rooted in a Safe System approach. His expertise spans active transportation, complete streets, urban design, public engagement, and visual storytelling. With experience leading projects in both the public and private sectors, Chris is skilled at building consensus among agencies, elected officials, and communities to move projects forward with shared vision and support.

## Relevant Experience

**Transportation Master Plans (TMPs): Gilbert, Mesa, and Marana, Active Transportation Planner.** Chris supported the active transportation elements for TMPs in Gilbert, Mesa, and Marana, AZ. This includes development of networks and modal priorities and identifying treatments to close gaps, improve accessibility, connect to transit, and meet future needs. Other tasks include safety analysis, roadway cross section development, engagement, and others. As part of these efforts, Chris is also leading the development of context sensitive street typologies, including identifying appropriate active transportation infrastructure, associated toolbox of potential treatments to improve mobility for all, and implementation tools to guide cross section development and tool selection. Chris also led the development of several elements of Emerging Mobility Trends Toolboxes for each project, including guidance related to e-bikes, micromobility, mobility hubs, and other elements.

**City of San Diego Safe Streets 4 All San Diegos, Project Manager.** As project manager, Chris is supporting the City of San Diego to implement a Safe Streets 4 All (SS4A) Action Plan grant project. The project

includes three components: (1) the development of a quick build program in historically disadvantaged communities, (2) a comprehensive speed management program to identify a process to lower speed limits as allowed per state law, and (3) a slow streets program aimed at creating a network of connections to everyday destinations. The project includes inventory and analysis of multimodal and socioeconomic conditions, grassroots community engagement, the development of design toolboxes including typologies and quick build templates to support low cost, rapid implementation of projects on cities and streets, identification of supporting policies and processes, and the identification and design of 10 quick build projects.

**Fort Lauderdale Connecting the Blocks, Project Manager.** Chris served a lead planning role in developing a context-based Street Typology Classification System & design guidelines and apply it to every street in the City. This entailed defining land use contexts and street typologies as well as project and needs identification citywide.

**Gilbert Heritage District Circulation Plan, Planner.** Chris led analysis and solution development for the HDOP, a 20-year plan for implementable mobility solutions to support the rapidly redeveloping area. Chris' roles include leading the development of modal networks with Town staff, validating the transportation model to reflect proposed developments and accurately model solutions, and identifying, developing, and visualizing projects to support the Districts' transportation and development needs for the next 20 years.

**San Antonio Bike Network Plan; Planning Lead.** Chris managed the planning for this reimagining of how San Antonians get around. Efforts include multimodal inventory, access analysis via the low stress network to daily needs, equity analysis, a Health Impact Assessment, bike network development, street typologies and design guidance, quick build project identification, and funding assessment. Chris also led the development of tools to assist the City in the identification of and design of street cross sections and to help staff identify appropriate treatments from the toolbox based on street context and project goals.

**Fort Lauderdale Neighborhood Mobility Master Plans, Project Manager.** Chris developed the process for and led five of these master Plans to date (Coral Ridge Country Club Estates, Palm Aire Village West, Twin Lakes North, Shady Banks, and Tarpon River) aimed at addressing multimodal traffic circulation, traffic calming, mobility, and access at the

neighborhood level in a context sensitive and publicly informed manner.

**San Diego Forward: the 2021 Regional Plan, Planner.** While employed at SANDAG, Chris was a key member of the regional plan team. In his primary role on the plan, Chris managed the development of the active transportation component, including the incorporation of a safe systems approach, the creation of a network development best practices document, formalizing bicycle facility selection guidance, developing cost estimates, and leading Vision Zero efforts, among other policy and program identification. He also was involved in the identification and development of the Mobility Hubs, including performing data analysis and developing transportation networks focused on multimodal access and mobility.

**Broward MPO Bicycle and Pedestrian Safety Action Plan, Deputy Project Manager.** Broward County is consistently ranked as one of the top four most dangerous places in the country for people who walk and bike. In order to address this, the Broward MPO initiated the Bicycle and Pedestrian Safety Action Plan (BPSAP). Chris was the Deputy Project Manager for the project. Through a combination of field visits to five demonstration corridors, data analysis to understand safety issues and propensities for active transportation, and public engagement, Chris worked with the team to develop four calls to action to create systemic change for a safer transportation system. In addition to developing

policy guidance and programmatic action items, he identified systemic and location specific safety issues and countermeasures to improve them.

**San Diego Bike Early Action Program, At SANDAG,** Chris managed 6 capital active transportation projects comprising over 20 miles and \$100 million: the Fourth and Fifth Avenue (open to public), Imperial Avenue, Border to Bayshore, Eastern Hillcrest (in construction), University, and Orange Bikeways (beginning construction in 2025). The projects are part of a regional effort to create a network of low stress, safe, and comfortable facilities for people of all ages and abilities. Chris managed all aspects of the projects, including inter- and intraagency coordination, permitting, CEQA/NEPA environmental approvals, planning, engagement, conceptual/ final design, construction, applying for/managing grants, and right-of-way acquisition. The projects included protected bikeways, bicycle boulevards, traffic calming, signal work, bus islands, landscaping, drainage, ADA improvements, sidewalks, and crossing enhancements.



**Education**  
BS, Civil Engineering, University of Wyoming  
**Years at Firm/Experience:** x/xx  
**Location:** Phoenix, AZ

**Qualifications**  
Professional Engineer

**Time Available to Commit to Plan:** 45%

**Anticipated Workload & Time Commitment**  
Gilbert SR 202 Trail Pre-Design Report (20%); City of Tucson On-Call (15%); MAG On-Call (10%); MCDOT Transportation On-Call (10%)

## Bridger Helm <sup>PE</sup> | Engineer

Bridger has explored a variety of transportation topics, including public transportation, traffic operations, geometric design, and pavement operations throughout his career. He has served as a project engineer for a range of services across Arizona and California focused on final design (3-D modeling), bicycle and pedestrian facilities design, and transportation impact studies. Bridger is passionate about multimodal transportation design as well as traffic operations analysis and design.

### Relevant Experience

**MAG Pedestrian and Bicyclist Safety Analysis Pilot Program, Engineer.** Kittelson conducted a pedestrian and bicyclist safety assessment at major arterial crossings near light rail stations in Mesa and Tempe. Using video analytics, the team analyzed post-encroachment times to identify safety risks and develop data-driven countermeasure recommendations for Valley Metro, Tempe, and Mesa.

**San Antonio Bike Network Plan, Engineer.** As part of the project team, Bridger contributed to the creation of context sensitive design guidelines and a bicycle infrastructure design toolbox that align facility types with roadway conditions and community context. His work included evaluating network connectivity, identifying implementation priorities, and supporting the development of design strategies that reflect San Antonio's equity, safety, and mode shift goals.

**MAG WaySync Training, Engineer.** Kittelson was tasked with preparing materials and leading a full-day training/workshop for MAG participating agencies and consultants on MAG's ITS On-Call. The training focused on incorporating WaySync into the MAG Traffic Signal

Optimization Program and the Signal Optimization Performance Evaluation Methodology which Kittelson prepared in 2021. Kittelson developed the MAG TSOP workflow that provides directions on how to conduct projects in Synchro and WaySync. This process provided step-by-step directions on building a WaySync network, conducting field visits to verify timing, performing floating-car travel runs, optimize signal timing, conduct implementation and report performance evaluation. Bridger supported the preparation of the materials and presentation and the full-day training.

**City of San Diego Safe Streets 4 All San Diegans, Engineer.** Bridger supported the City of San Diego in advancing its Safe Streets for All San Diegans initiative by helping to develop a new design toolbox and quick build templates. His work focused on creating practical, scalable solutions to improve safety for people walking, biking, and rolling - particularly in high-injury and underserved areas. The toolbox and templates were designed to streamline implementation, support equity-driven planning, and accelerate the delivery of traffic calming and multimodal safety improvements.

**MCDOT Equestrian Design Guidelines, Engineer.**

Bridger supported the Maricopa County DOT in developing its first-ever Equestrian Design Guidelines, aimed at improving safety and comfort for riders in rural and semi-rural communities. He conducted research on best practices, evaluated existing equestrian infrastructure across the county, and helped identify key design considerations such as trail crossings, path surfacing, signage, and separation from vehicular traffic. Bridger contributed to the drafting of the guidelines, ensuring they were context sensitive, user friendly, and compatible with MCDOT's broader multimodal planning framework.

**Gilbert Trails Master Plan, Engineer.** Bridger supported the development of the Town of Gilbert's Trails Master Plan by analyzing existing trail conditions, identifying right of way constraints, and contributing to the concept planning for future trail buildout. His work helped shape a connected, accessible, and feasible trail network that aligns with the Town's long-term mobility, recreation, and open space goals.

**City of Tucson Department of Transportation and Mobility Bicycle and Pedestrian On-Call, Engineer.** Kittelson holds an on-call contract to provide design support for pedestrian and bicycle improvements within the City of Tucson. As project engineer Bridger lead the design efforts for four Bike Boulevard projects encompassing 10 miles of roadway. The designs involved Bike HAWKS, TOUCANS, traffic calming elements, and pedestrian improvements.

**Maryland Avenue Active Transportation Improvements, Engineer.**

Kittelson led a concept design to enhance the City of Glendale's bicycle network and fill existing sidewalk gaps in the project vicinity. The Kittelson team developed concept design alternatives in coordination with city staff to provide bicycle continuity between the City of Glendale and City of Phoenix existing bicycle infrastructure. As a project analyst, Bridger developed concept designs and estimates for future use in the city's QP.

**Town of Marana Tangerine Roade 2A Final Design, Engineer.**

Kittelson led the traffic signal, ITS, and lighting systems design for the final design of Tangerine Road from I-10 to Dove Mountain Boulevard. The team designed a new traffic signal at one intersection, redesigned the existing I-10 off-ramp signals for both eastbound and westbound directions - including a new pre-signal at an at-grade railroad crossing - and developed new roadway lighting and ITS systems along the corridor. As project engineer, Bridger led the development of all signal, lighting, and ITS construction documents.

**City of Boston Egleston Square Redesign, Engineer.**

Kittelson supported the Boston Transportation Department (BTD) in improving safety and livability in the Egleston Square neighborhood, with a focus on vulnerable road users. The team provided engineering analysis, concept design, public engagement, construction plans, specifications and estimates, construction management services, and before/after analysis for the redesign of Egleston

Square, tactical safety interventions, and related bicycle improvements.

**Tucson 5/6th Street Road Diet Traffic Analysis, Engineer.** Bridger led the analysis of traffic operations for a 5-mile roadway segment proposed for a road diet treatment. Kittelson evaluated the feasibility of implementing the road diet based on traffic operations, safety, multimodal connectivity and impact to transit operations.

**Ada County Highway District Eagle Rd & State St Intersection Design, Engineer.** In partnership with the City of Eagle and the Ada County Highway District (ACHD), Kittelson developed a plan to improve mobility and connectivity in the downtown Eagle area in anticipation of substantial future growth. The project included recommendations for roadway widening, dedicated bicycle and pedestrian facilities, intersection improvements, traffic signal upgrades, and a new drainage system to accommodate increasing traffic volumes and enhance safety for all users.

**Coral Gables Zone 1 Traffic Calming Design, Engineer.** Kittelson led the design of traffic calming devices, including speed humps, speed tables, and traffic circles, as part of a comprehensive neighborhood traffic calming program. The team provided engineering analysis, concept design, public engagement, and developed construction plans, specifications, and cost estimates. As project analyst, Bridger developed conceptual design packages for public engagement and prepared final construction documents and estimates for 50 locations.



**Education**  
 MS, Biology, California State University, BA, Art/Writing, Scripps College,  
**Years at Firm/Experience:** 3/40  
**Location:** Bend, OR

**Qualifications**  
 American Institute of Certified Planners; National Charette Institute (NCI) Certified Public Facilitator

**Time Available to Commit to Plan:** 50%

**Anticipated Workload & Time Commitment**  
 City of Bend Transportation On-Call (25%); On-Going Project Support (25%)

## Karen Swirsky <sup>AICP</sup> | Policy/Code Expert

Karen is a transportation and land use planner focused on creating equitable, connected, and context-sensitive communities. Her work spans policy development, public engagement, and comprehensive planning, including efforts in mobility, safety, and accessibility. A former senior planner for the City of Bend, she brings expertise in facilitating outreach, leading downtown and parking studies, and aligning infrastructure with community needs.

### Relevant Experience

**2040 Bend Transportation System Plan, Project Manager.** Karen managed a 2+ year-long planning process to update Bend's 20-year-old transportation system plan (TSP). Bend has grown significantly in the last 20 years and the TSP was out of date, requiring a complete rewrite. Identification of needs, evaluating effectiveness, and envisioning the future of Bend were key discussion points. Public engagement included a 26-person Citywide Transportation Advisory Committee that met at least monthly for the duration of the project, neighborhood workshops, brownbag discussions, Planning Commission and Council presentations, and an interactive website. Safety was the highest public concern, and policy language supporting a goal of zero traffic-related deaths was included, as well as strong equity language. The TSP included a complete network of Low Stress Bikeway facilities. The resulting TSP included a funding strategy for 20 years' worth of projects and programs to meet Bend's needs while reducing vehicle miles traveled as well as coordinate with other significant planning efforts such as the Climate Action Plan and the Comprehensive Plan. The TSP was adopted by the City and acknowledged by the State without appeal. The TSP

led to a successful \$190 million General Obligation Bond, which passed in November 2020

**Klamath Falls Transportation Safety Action Plan, Planner.** Karen worked on preparing this transportation safety action plan aimed at eliminating serious and fatal transportation-related crashes within the Klamath Falls Urban Growth Boundary (UGB) through strategic investments in infrastructure and programs. The plan was developed along with City of Klamath Falls, Klamath County, Oregon Department of Transportation (ODOT), and other regional partners. The final plan recommends site-specific and systemic countermeasures and multidisciplinary initiatives to address fatal and serious injury crash trends and locations. In addition, the team established performance measures to track its implementation and the progress toward achieving zero fatalities and serious injuries.

**Bend Complete Neighborhood Planning, Senior Planner.** Karen participated in a city-wide analysis to identify underserved areas of the city. In areas that are primarily residential, the analysis examined the potential to infill with commercial uses, services, and in

some cases light industrial to create more complete neighborhoods that could reduce vehicle miles traveled per capita. Locations for new schools and parks to serve neighborhoods were also identified as part of this work.

**FHWA Reconnecting Communities Support, Planner.** Kittelson has provided technical assistance to communities pursuing federal funding from the USDOT Reconnecting Communities Program grants. As part of the Reconnecting Communities Institute (RCI), Karen participated in Open Office Hours, allowing jurisdictions to ask questions about grant applicability, required content, and processes. Karen also worked on creating a four-part webinar guiding successful grant applicants through the agreement process for the RCI.

**Deschutes County Comprehensive Plan Update, Planner.** Karen was the transportation planner for the MIG-led update of the Deschutes Comprehensive Plan. She provided transportation background and policy language based on the Kittelson-led update of the Deschutes County Transportation System Plan. Karen also provided public engagement support, attending several public meetings.

**City of Bend Pedestrian Network Implementation Plan, Project Manager.** Karen managed an equity based pedestrian infrastructure prioritization plan for the City of Bend. This plan will determine the areas of greatest need for pedestrian infrastructure in Bend; inventory those areas to identify missing or incomplete infrastructure; and prioritize

and create lists of infill and/or improvement projects needed to create a complete pedestrian network of low stress facilities within each area of highest need.

**City of Gresham Transportation System Plan 2045, Planner.** Karen created new goals and policies for an update of the City of Gresham's transportation plan. She drafted new language addressing equity, safety, new technology, and climate adaptation per the updated Transportation Planning Rule Climate Friendly and Equitable Communities.


**Climate Friendly and Equitable Communities Rulemaking Advisory Committee.** Karen was a member of the Department of Land Conservation and Development (DLCD) Rulemaking Advisory Committee (RAC) that created the first drafts of the Climate Friendly and Equitable Communities (CFEC) amendments to the Oregon Administrative Rules (OAR). This rulemaking was done at the direction of the Governor to implement the Climate Executive Order to reduce the impacts of greenhouse gas. The RAC vetted amendments to OAR 660-008 (Housing), -044 (Climate) and -012 (Transportation). Karen also served on a follow-up committee composed of land use practitioners to help clarify the amendments specifically dealing with Climate Friendly Areas (CFAs) and transportation.

**Tumalo Community Plan Update/Sisters Country Vision Action Plan, Project Manager.** Karen managed a Transportation and Growth Management funded project to examine walking, bicycling and transit access elements of the Tumalo Community Plan and identify missing trail segments in the Sisters

area. Both plans created recommendations for the Deschutes County Transportation System Plan.

**River Bend and Farewell Bend Parks River Access and Parking Study, Project Manager.** Karen led a study to assess peak summer parking demand at the popular Riverbend and Farewell Bend parks. The team inventoried district owned, adjacent, and on street parking and conducted hourly utilization counts on peak days. An intercept survey of over 400 park users complemented the data. Findings showed that while parking demand is periodically high, especially during nearby events, overall supply is adequate, with some areas consistently underutilized. The study recommended parking management strategies and policy adjustments to better balance demand.

**Bend Central Westside Land Use and Transportation Plan, Project Manager.** Karen was project manager for a large area plan that was incorporated into the UGB Expansion project as an Opportunity Area for increased density and mixed-use development. This project resulted in new code language for the City of Bend for reduced parking, higher density, and complete streets. Modeling for this project revealed a significant reduction in vehicle miles traveled, greenhouse gas production. In the 8 years following the rezoning of the area, a large number of high-density, mixed-use projects have been completed or are under construction.



**Education**  
PhD, Transportation Engineering, Purdue University; BS/MS, Civil Engineering, Washington University

**Years at Firm/Experience:** 17/19

**Location:** Washington, DC

**Qualifications**  
Professional Engineer

**Time Available to Commit to Plan:** 30%

**Anticipated Workload & Time Commitment**  
NCHRP Research Support (20%); On-Going Project Work (30%)

# Abby Morgan <sup>PhD, PE</sup> | Emerging Tech Expert

Abby leads Kittelson's emerging technology practice, helping agencies nationwide plan for connected, automated, electric, and shared-use vehicles. She manages technology transition planning, policy development, freight performance evaluations, and deployment assessments. Abby authored NCHRP Report 924, the first national guide on the impacts of transformational technologies on land use and transportation, and has since guided agencies from Florida to Alaska in implementing these strategies. Her work also supports local planning for driverless ridehailing, e-commerce, EV charging, and curb management.

## Relevant Experience

**Gilbert Transportation Master Plan, Emerging Technology Lead.** Abby developed the Emerging Technology Playbook as part of the Town of Gilbert's TMP. The Playbook outlines near- and long-term strategies to prepare for and integrate technologies such as connected and automated vehicles (CAVs), micromobility, electric vehicles, and smart infrastructure. Abby led the assessment of technology readiness, identified local implementation opportunities, and crafted a practical framework for incorporating innovation into street design, curb management, and operations. The Playbook helps Town staff prioritize investments and position Gilbert as a forward-thinking, tech-ready community.

**ADOT Statewide Freight Plan, Technology Advisor.** Abby served as the emerging technology advisor for the ADOT Freight Plan, helping to identify how connected, automated, electric, and shared-use technologies (ACES) will impact the movement of goods across Arizona. She led the assessment of national freight tech trends and evaluated their implications for Arizona's corridors, infrastructure, and freight policy. Abby's contributions helped shape recommendations for technology-driven freight efficiency, improved truck parking, and future-ready

investments aligned with both state and federal freight priorities.

**NCTCOG Planning Process for Automated Transportation, Project Manager.** Abby and her team developed an Automated Vehicle Hosting Handbook for local agencies to prepare for deployments, a market analysis of emerging transportation technologies, a financial assessment of revenue impacts and funding sources, and K-12 lesson plans for students to learn about automation for the North Central Texas Council of Governments (NCTCOG). Abby's team was the first to apply the new AV capacity adjustment factors from the Highway Capacity Manual 7th Edition to the region's travel demand model to simulate three potential future technology scenarios. She led public engagement through virtual public meetings, focus groups, stakeholder interviews, and project advisory committee engagement.

**USDOT/FHWA Connected Vehicle Pilot Deployment Evaluations, Project Manager.** Abby managed Kittelson's independent mobility evaluations of all three of the United States DOT (USDOT) Connected Vehicle

(CV) Pilot Deployment Programs in Tampa, New York City, and Wyoming for the Federal Highway Administration (FHWA). Abby was the technical expert who developed site-specific Analysis, Modeling, and Simulation (AMS) plans to use simulation tools to estimate potential future benefits of CV deployments.

**BMC CAV Integration for Local Governments, Project Manager.** Abby led the development of a guidebook to help local agencies in the Baltimore region prepare for connected and automated vehicles. The guide includes a step-by-step user manual and an executive summary tailored for decision makers. Abby oversaw the evaluation of existing conditions, peer policy reviews, and recommendations for fleet electrification and EV charging infrastructure.

**NCHRP Report 924: Foreseeing the Impact of Transformational Technologies on Land Use and Transportation, Author.** Abby was the project manager and lead researcher for the National Cooperative Highway Research Program (NCHRP) Project 8-117, which produced the first national guidebook on the impacts of transformational technologies on land use and transportation (NCHRP Report 924: Foreseeing the Impact of Transformational Technologies on Land Use and Transportation). Abby researched the anticipated impacts of transformations in automation, communication, personal mobility, and logistics.

**Highway Capacity Manual Connected & Automated Vehicle Capacity Adjustment Factors**

**Pooled Fund Study, Project Manager.** Abby led the development of capacity adjustment factors for connected and automated vehicles (CAVs). Using simulation tools, her team modeled different levels of CAV performance and market penetration and wrote new CAV chapters for the Highway Capacity Manual.

**SJCOG Transportation Innovation Planning Study, Project Manager.** Abby managed the transportation innovation planning study for San Joaquin Council of Governments (SJCOG) to develop technology goals, identify transportation needs and challenges, and determine which innovations can best advance the county's future progress. Her recommendations to prioritize broadband internet expansion to support residential and employer needs motivated a follow-up study to conduct a fiber readiness assessment for the county. Abby led all working group workshops for the project.


**Town of Cary Electric Vehicle Charging & Fleet Transition Study, Project Manager.** Abby managed the existing conditions evaluation, charging demand forecasting, review of peer municipalities' policies and guidelines, and the development of recommendations for fleet electrification and Electric Vehicle Supply Equipment development reviews.

**San Francisco Curb Management and Parking Impacts of Emerging Technologies, Analyst.** Abby studied the impacts of connected, automated, shared, and electric vehicle technology on land use, policy, and development planning to assess future parking needs of a large mixed-use development near San Francisco.

She identified near-, mid-, and long-term scenarios; expected impacts; and recommendations related to the demand for electric vehicle charging stations, ride-hailing pickup/drop off needs, and decreases in parking demands due to shared or automated vehicles (AVs).

**Miami-Dade County 2050 SE Florida Regional Transportation Plan, Technology Lead.** Abby developed the emerging technologies components of the Southeast Florida Regional Transportation Plan. This plan covers the entire urbanized area of south Florida. She is working with stakeholders from the three MPOs and the regional Florida Department of Transportation (FDOT) District Offices to coordinate planned projects and help drive forward-thinking planning for technology solutions in the region. The importance of this effort is to help the region leaders understand the role technology plays in transportation system management and operations alternatives.

**VDOT Truck Parking Study Phases 1 & 2, Project Manager.** Abby led a statewide study for the Virginia Department of Transportation to assess truck parking needs and identify legal and illegal parking patterns using GPS probe data and geospatial analysis. The study supports Jason's Law reporting and provides strategies to expand parking capacity at VDOT-managed facilities.



**Education**  
 MS, Planning, University of Arizona;  
 BA, Geography, West Virginia  
 University  
**Years at Firm/Experience:** 3/10  
**Location:** Phoenix, AZ

**Time Available to  
 Commit to Plan:** 50%

**Anticipated Workload &  
 Time Commitment**  
 NACOG Verde Valley Master  
 Transportation Plan (10%);  
 Glendale Transportation Master  
 Plan (15%); Company Wide GIS  
 Support (25%)

# Kyle Benne | GIS Lead

Kyle has provided GIS support on a wide range of transportation projects including corridor studies, active transportation plans, safety studies, ADA analysis, safe routes to school studies, and transit feasibility studies. Kyle has also provided GIS support for environmental and cultural resources projects including Environmental Assessments, Section 404 permitting, and cultural resource mapping. Kyle specializes in setting up and using field data collection applications such as Survey 123 and ESRI Field Maps.

## Relevant Experience

**MCDOT Transportation Master Plan, GIS Analyst.**  
 Kyle led the inventory of countywide roadway and multimodal characteristics and conditions for MCDOT's first comprehensive Transportation Master Plan. He compiled, organized, and analyzed geospatial data across all transportation modes to identify gaps, deficiencies, and opportunities within the network. Kyle's work supported scenario planning, project prioritization, and the development of clear, accessible maps and graphics that helped guide decision-making throughout the planning process.

**San Antonio Bike Network Plan, GIS Analyst.**  
 Kyle oversaw the citywide data inventory process for the San Antonio Bike Network Plan, leading the collection, organization, and QA/QC of existing bicycle infrastructure, constraints, and supporting data layers. His work ensured the project team had an accurate and comprehensive foundation for identifying network gaps, analyzing connectivity, and developing feasible bikeway recommendations. He also supported the creation of maps and graphics used throughout the planning process and public outreach efforts.

**Mesa Transportation Master Plan, GIS Lead.** Kyle led GIS tasks including existing system analysis, creation of visuals and maps, prioritization framework development, and public engagement materials. His contributions supported Mesa's efforts to modernize its transportation system in coordination with broader city planning efforts.

**MAG Glendale Active Transportation Plan, GIS Lead.** Kyle supported the planning team by collecting and mapping existing nonmotorized infrastructure, performing prioritization analysis, and creating outreach materials. He played a key role in organizing public meetings and producing the final report, helping shape Glendale's first comprehensive walking and biking strategy.

**Marana Transportation Master Plan, GIS Lead.** As GIS lead, Kyle conducted existing conditions analyses, developed high-quality maps and graphics, analyzed prioritization criteria, and created materials for public outreach events. His work helped the Town identify gaps and future needs for roadway, bicycle, and pedestrian infrastructure.

**Billings MPO Long-Range Transportation Plan, GIS Lead.** For the Billings MPO's LRTP, Kyle led spatial data management and analysis to assess future travel demand, safety performance, and equity considerations. He developed an interactive GIS platform to visualize existing conditions, identify high-crash locations, and support scenario planning. Kyle also helped develop public outreach materials, including maps and dashboards, to communicate plan findings in an accessible and engaging way. His efforts contributed to a data-driven, community-aligned vision for the region's transportation future.

**Milwaukie Transportation System Plan, GIS.** Supported As part of the TSP update for the City of Milwaukie, Kyle provided extensive geospatial support to evaluate system performance, equity, and multimodal connectivity. He analyzed existing transportation assets, created customized maps for stakeholder workshops and open houses, and supported scenario planning efforts to evaluate the trade-offs between different land use and transportation investment strategies. His work directly informed recommendations to promote safety, support mode shift, and improve first-mile/last-mile access.

**Twin Falls Long-Range Transportation Plan, GIS Lead.** Kyle played a key role in updating the Twin Falls LRTP by providing GIS-based evaluations of the roadway network and identifying multimodal gaps. He developed a series of maps and analytical tools to assess traffic patterns, crash data, and active

transportation conditions. His work supported the prioritization of transportation investments and was used in materials shared during public outreach events and decision-maker briefings.

**Maricopa County DOT Active Transportation Plan, GIS Lead.** Kyle digitized over 1,000 miles of pedestrian and bicycle infrastructure and identified network gaps across MCDOT's jurisdiction. He conducted project prioritization analysis, developed outreach materials, and contributed to the plan's final production, helping lay the foundation for a robust countywide active transportation network.

**Alameda CTC East Oakland and Central County Comprehensive Multimodal Corridor Plan, GIS Lead.** Kyle supported this effort by providing GIS and mapping support for multimodal transportation and equity analyses. He helped visualize data related to traffic, transit, safety, and goods movement while contributing to the equity-focused engagement effort by developing outreach maps and materials in collaboration with community-based organizations.

**Alameda CTC East 14th St/Mission Blvd and Fremont Blvd Multimodal Corridor Project, GIS Lead.** Kyle supported the planning team by creating maps and graphics for a 30-mile regional corridor project spanning five jurisdictions. His work helped visualize existing conditions, identify opportunity areas for mobility hubs, and communicate key data through outreach materials and technical documentation used in public meetings and stakeholder workshops.

**MCDOT Riggs Road Corridor Improvement Study, GIS Lead.** Kyle performed existing conditions assessments, developed project prioritization tools, and created maps and graphics to support the evaluation of walking, biking, and ADA connectivity along Riggs Road. He also helped identify multimodal improvement opportunities that addressed the corridor's unique community needs.

**Boardman Transportation System Plan, GIS Lead.** Kyle supported the City of Boardman's efforts to develop a comprehensive Transportation System Plan by leading GIS analysis and visualization of existing and future multimodal conditions. He compiled and mapped data on roadway classifications, safety issues, pedestrian and bicycle facilities, freight corridors, and development trends. His maps and data summaries were instrumental in identifying gaps in the multimodal network and prioritizing improvements to enhance safety, connectivity, and mobility for all users.



## Roger Millar PE, FAICP, DIST. M.ASCE | Complete Streets Advisor

Roger is a nationally recognized engineer and planner with over 40 years of experience advancing resilient, multimodal transportation systems. As former Secretary of the Washington State Department of Transportation, he led a \$5.5 billion agency and championed innovation, sustainability, and equity. His career includes transformative work on projects like the Portland Streetcar, national leadership roles with AASHTO and ITS America, and a deep commitment to smart growth. Now, through Millar Consulting Services, he advises public, private, and nonprofit partners on building communities that are inclusive, connected, and future-ready.

### Relevant Experience

**Smart Growth America, Vice President** Roger directed Smart Growth America's technical assistance programs for state, regional, and local government. Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. Significant engagements include:

- **State DOT Innovation** - Created and managed partnerships with Governors, Department of Transportation (DOT) CEOs, and other transportation providers and stakeholders to advance state DOT transportation initiatives. These projects were designed to put sustainable policies in place on the ground, provide models for other states, and inform the national transportation discussion. Roger's team developed *The Innovative DOT: A handbook of policy and practice* and delivered demonstration projects in Florida, Hawaii, Michigan, Minnesota, Oregon, Tennessee, and Vermont.
- **Building Blocks Technical Assistance** - Led a multi-year technical assistance program to help local leaders advance vibrant, resilient, and sustainable communities. Over 60 communities nationwide received assistance.

**National Complete Streets Coalition** - Served as Director, supporting the adoption of over 850 Complete Streets policies across the U.S., including 30 state-level policies.

**Washington State Department of Transportation, Secretary/Acting Secretary/Deputy Secretary.** Roger served as the chief executive officer for an agency of 7600 employees and an annual budget of \$5.5 billion. He was appointed Secretary of Transportation by Governor Jay Inslee in August 2016 and was confirmed unanimously by the State Senate in March 2017. He joined the WSDOT as Deputy Secretary in October 2015 and was appointed Acting Secretary in February 2016. Millar led an agency that is the steward of a multimodal transportation system and responsible for ensuring that people and goods move safely and efficiently. In addition to building, maintaining, and operating the state highway system, WSDOT operates the state ferry system, and works in partnership with others to maintain and improve local roads, railroads and airports, as well as to support alternatives to driving, such as public transportation, bicycles and pedestrian programs.

#### Education

BS, Civil Engineering, University of Virginia

Years at Firm/Experience: <1/42

Location: McCall, ID

#### Qualifications

Professional Engineer; American Institute of Certified Planners; American Association of State Highway and Transportation Officials

Time Available to Commit to Plan: 30%

Anticipated Workload & Time Commitment  
On-Going Project Work (70%)

As Secretary of Transportation, Roger actively served on the boards of several national, statewide and regional agencies, including:

- The Surface Transportation Board Passenger Rail Advisory Committee
- The National Infrastructure Advisory Council, Expanding the Workforce Subcommittee
- The US Department of Transportation Advisory Committee on Transportation Equity
- The Central Puget Sound Regional Transit Authority (Sound Transit)
- The Puget Sound Regional Council
- The Washington State Transportation Commission
- The Washington Traffic Safety Commission
- The Freight Mobility Strategic Investment Board


**Missoula City-County Office of Planning and Grants, Director.** Roger led the land use planning, permitting, code enforcement, floodplain management, and historic preservation organization for a 2,600-square mile county and a city of 67,000 citizens. He also managed the Missoula Metropolitan Planning Organization and the Missoula in Motion regional transportation demand management program, the CDBG and HOME entitlement programs, the Missoula Forum for Children and Youth substance abuse prevention program, and the Crime Victim

Advocacy Program. Significant accomplishments include:

- **County and City development review -** Managed the review of thousands of annexation, zoning, subdivision, and building permit applications in urban and rural areas. Engaged federal and state resource agencies, tribal governments, and other stakeholders in the review process.
- **Urban Fringe Development Area Plan/Envision Missoula Long Range Transportation Plan -** Conceived and managed innovative plans to allocate anticipated growth and transportation investment in the Missoula metropolitan area while protecting resource lands through a cooperative effort of Missoula County and its principal city.
- **Zoning and Subdivision Ordinance Rewrite -** Managed development and adoption of state-of-the-practice code to replace a 1972 ordinance regulating land use. Rewrite was adopted by City Council on a 10-2 vote after two highly controversial failed attempts by previous administrations.
- **Greater Downtown Master Plan -** Represented the City of Missoula on the management team for a public-private partnership that created the first master plan for downtown Missoula.

**McCall, ID Department of Community Development and Infrastructure, Deputy City Manager.** Roger managed the regulation of planning and building activities within the City and the McCall Impact Area of unincorporated Valley County as well as the public works functions of a small mountain town government, including a water plant, a wastewater treatment plant, and a streets division. Significant accomplishments include:

- **City and County development review -** Managed the review of hundreds of annexation, zoning, subdivision, and building permit applications in urban and rural areas during a time of unprecedented growth.
- **Zoning and Subdivision Ordinance Rewrite -** Managed development and adoption of state-of-the-practice ordinances regulating land use within the city and the Impact Area in Valley County.
- **US Environmental Protection Agency Smart Growth Implementation Assistance Grant -** Managed successful application and project implementation as the first nationwide grantee.
- **Housing Policy -** Managed development and adoption of a community housing policy, inclusionary zoning ordinance, and community housing fee ordinance.
- **McCall Lakefront Urban Renewal Plan Update -** Managed the update of a 1990 urban renewal plan and the design and financing of park, pedestrian and parking facility improvements



**Education**  
PhD, MS, Civil Engineering, Purdue University; BS, Civil Engineering, Marquette University

**Years at Firm/Experience:** 18/28

**Location:** Flagstaff, AZ

**Qualifications**  
Professional Engineer

**Time Available to Commit to Plan:** 25%

**Anticipated Workload & Time Commitment**  
On-Going NAU Project Support and Teaching (75%)

## Edward Smaglik <sup>PhD, PE</sup> | Planner/Local Advisor

Dr. Edward Smaglik is a Professor at Northern Arizona University and Director of AZTrans. He brings national expertise in traffic operations, signal systems, and emerging technology evaluation. He has led research for USDOT, ADOT, MAG, and cities across Arizona, with work focused on pedestrian safety, connected vehicles, and multimodal operations. A former chair of TRB's Traffic Signal Systems Committee, Edward will provide technical oversight and guidance on signal and technology strategies.

### Relevant Experience

**MAG Tri-University Task Force and Emerging Technology Evaluations, Project Manager.** In 2019, MAG partnered with transportation engineering faculty from ASU, NAU, and UA to evaluate emerging technologies used by member agencies across the region. NAU led four evaluations in Maricopa, Peoria, Mesa, and Gilbert, while also supporting ASU and UA's efforts.

- Maricopa & Peoria: NAU evaluated a vehicle detection technology that not only provided count and presence detection at signalized intersections but also generated timing plans based on traffic patterns and user preferences. The team assessed detection accuracy and overall system functionality compared to industry standards.
- Mesa: NAU evaluated a cloud-based emergency vehicle preemption system that interfaced across multiple data centers. The team compared preemption response times between the new system and existing legacy systems across Mesa and nearby county islands.
- Gilbert: NAU assessed traffic optimization software along a 28-intersection corridor. Using INRIX data, they compared vehicle speeds and travel times under different signal timing plans. Interviews with Town staff provided additional insight on the platform's usability and value.

**City of Phoenix Pedestrian Treatments in Phoenix: Guidance on Implementation and Operation, Project Manager.** This project provided data-driven guidance on the implementation of different pedestrian treatments at signalized intersections within Phoenix. Using sites selected through a crash analysis, video data was analyzed to identify vehicle – pedestrian interactions at signalized intersections under various treatments. The outcome of this project provided Phoenix with a set of public-facing guidelines for implementation of Leading Pedestrian Intervals, as well as guidance on intersection characteristics that might indicate a possible benefit from implementation of a pedestrian treatment.



## Steve Gehrke <sup>PHD, PE</sup> | Travel Demand Modeler

Dr. Steven Gehrke is an Associate Professor at Northern Arizona University with expertise in travel behavior, multimodal planning, and land use-transportation analysis. He has led projects for USDOT, ADOT, and MetroPlan focused on dynamic traffic assignment, cyclist accessibility, and travel demand modeling. Steven brings strong technical skills in tools like TransCAD and TransModeler, along with a proven track record in applied research and project leadership.

### Relevant Experience

#### Education

BS, Geography, New Mexico State; MS, Community Planning, University of Maryland; PhD, Civil Engineering, Portland State Univ.  
Years at Firm/Experience: 6/16  
Location: Flagstaff, AZ

#### Qualifications

Professional Engineer

Time Available to  
Commit to Plan: 25%

#### Anticipated Workload &

Time Commitment  
On-Going NAU Project Support  
and Teaching (75%)

**MetroPlan West Route 66 Operational Analysis, Principal Investigator.** Dr. Gehrke served as PI on this project, which performed an operational analysis of the West Route 66 corridor in Flagstaff, Arizona to evaluate current efficiency and reliability in the regional transportation system. Microsimulation analyses using outputs from MetroPlan's regional travel demand model that is operated using TransCAD software were used to evaluate multimodal performance under current and future transportation-land use scenarios. Adopting TransModeler, this project offered technical insights into the utility of dynamic traffic assignment (DTA) methods for corridor planning activities by comparing key performance measures such as travel time, delay, and intersection level of service.

**ADOT SPR-790: Expanding the Capability of Arizona's Statewide Travel Demand Model Using Dynamic Traffic Assignment, Principal Investigator.** Dr. Gehrke serves as NAU PI (Project Co-PI) on this current project, which seeks to integrate an open-source dynamic traffic assignment (DTA) module in the current Arizona Travel Demand Model system (AZTDM2). The

integrated DTA step, which requires updates to AZTDM2's user interface, will then be tested against a TransCAD model with static assignment across a set of selected corridors to evaluate performance. In this collaboration with Arizona State University faculty, the NAU team is responsible for executing the comparative analysis in TransCAD software and updates to AZTDM2's user interface.

**USDOT Evaluation of Transportation Safety and Security Barriers in Bicyclist Accessibility, Principal Investigator.** Dr. Gehrke served as Principal Investigator on this project, which developed the open-source Cyclist Routing Algorithm for Network Connectivity (CRANC)—a web-based planning tool to identify bike network gaps and safety concerns for different cyclist types. Implemented across Arizona's eight MPOs, the tool evaluated access to jobs, schools, and grocery stores in relation to neighborhood demographics and traffic safety. The CRANC tool provides agencies with actionable insights to support broader bicycle mode adoption.



## Michael Washkowiak <sup>PE, PTOE</sup> | ITS Expert

Michael leads Iteris' mobility consulting efforts focused on Intelligent Transportation Systems (ITS), emerging technologies, and multimodal operations. He has managed statewide and regional ITS initiatives across Arizona and California, including the Arizona Statewide ITS Architecture and San Diego County ITS Master Plan. As President of ITS Arizona, Michael is committed to improving traveler safety and experience through innovative, practical solutions that support long-term system performance and operational efficiency.

### Relevant Experience

#### Education

S. Civil Engineering

Years at Firm/Experience: 7/27

Location: Phoenix, AZ

#### Qualifications

Professional Engineer; Professional Traffic Operations Engineer

#### Time Available to

Commit to Plan: 25%

#### Anticipated Workload &

Time Commitment

City of Phoenix SMART Grant (30%); City of Chandler TMC Design (45%)

**Arizona Statewide ITS Architecture, Project Manager.** Michael led the update of statewide ITS Architecture to align with the latest national standards and support emerging technologies, including connected and automated vehicles. He facilitated stakeholder workshops across the state to gather input, documented agency-specific ITS deployments, and ensured the architecture supported regional and statewide interoperability. His work helped agencies integrate ITS into transportation planning and positioned Arizona for future technology funding and deployments.

**City of Phoenix SMART Grant, Project Manager.** Michael managed the development of the City of Phoenix's application for the USDOT SMART Grant program, focused on implementing advanced transportation technologies to improve safety, equity, and mobility. He led coordination across city departments and external partners to define project priorities, developed a compelling grant narrative and work plan, and outlined a scalable deployment strategy for smart infrastructure, including traffic signal optimization, connected vehicle technologies, and digital equity solutions.

**MAG ITS Regional Community Network, Project Manager.** Michael led the development of MAG's Regional Community Network (RCN), a key initiative to improve communications between traffic management centers, agencies, and field devices. He oversaw stakeholder coordination, network design, and deployment planning to ensure scalability and integration with existing systems. His work positioned the RCN as a backbone for regional ITS operations, data sharing, and smart transportation technologies.

**ADOT I-10 Broadway Curve Improvement Project, Engineer Lead.** Michael served as the systems engineering lead for the I-10 Broadway Curve Improvement Project, one of the largest urban freeway reconstruction efforts in Arizona. He developed the Systems Engineering Management Plan (SEMP) to guide the integration of ITS, managed lane technology, and traffic management systems into the corridor design. Michael coordinated with ADOT, regional stakeholders, and design teams to ensure system compatibility, scalability, and operational effectiveness - helping to deliver a smarter, safer, and more efficient freeway corridor.



## Chad Atterbury PLA, LEED AP | Landscape Architect

Chad is a principal at DIG Studio, where he leads urban design and landscape architecture projects that prioritize placemaking, sustainability, and community identity. With a background in landscape architecture and urban planning, Chad brings a collaborative and context-sensitive approach to public realm design—transforming streetscapes, parks, and civic spaces into vibrant, people-focused environments. He works closely with multidisciplinary teams, agencies, and communities to deliver inclusive design solutions that balance beauty, function, and long-term resilience.

### Relevant Experience

**Mesa Center Street Complete Streets Plan, Landscape Architect.** Chad supported the development of a corridor vision and design alternatives for Center Street in Mesa, AZ. He led the creation of context-sensitive cross sections and visualizations reflecting community priorities for walkability, safety, and vibrancy, translating stakeholder input into actionable design strategies aligned with Mesa's Complete Streets policy and downtown revitalization goals.

**Gilbert Paseo in Heritage District, Landscape Architect.** Chad supported conceptual design and public space planning for the Gilbert Paseo, a key pedestrian corridor in the Heritage District. He developed renderings and streetscape concepts to create an inviting, multi-use destination that supports local businesses and community events, emphasizing placemaking, shade, and connectivity.

**Gilbert Regional Park Master Plan, Designer.** As part of the multidisciplinary team, Chad helped shape the long-term vision for Gilbert Regional Park—one of the largest planned parks in the community. He led park layout and visual storytelling efforts, creating illustrative plans and 3D graphics to communicate design ideas.

His work supported community engagement and helped build consensus around the park's programming, recreational amenities, and phased implementation.

**Valley Metro Northwest Extension, Urban Designer.** Chad supported urban design and streetscape integration for this light rail extension in northwest Phoenix. He developed visual simulations and corridor concepts to create pedestrian-friendly, context-sensitive station areas that reflect community character. His work informed stakeholder discussions and advanced the vision for transit-oriented development along the corridor.

**Mesa Transit-Oriented Development Plan, Principal.** Chad helped shape the vision for transit-oriented development along Mesa's light rail corridor. He led the development of urban design concepts and streetscape frameworks to support walkable, mixed-use development around stations. His work translated planning goals into design strategies that reflect local character, enhance first/last-mile access, and support long-term economic growth.



#### Education

BS, Landscape Architecture,  
Arizona State University

Years at Firm/Experience: 12/26

Location: Phoenix, AZ

#### Qualifications

Professional Landscape Architect

#### Time Available to

Commit to Plan: 50%

#### Anticipated Workload &

Time Commitment

Mesa TOD Plan (10%); NW  
Extension TOD (40%)



## Kevin Ford PhD, PE | Prioritization Advisor

HIGH STREET

Kevin leads High Street's Performance-Based Planning & Programming practice, bringing a national reputation for applying data science, engineering, and planning to optimize transportation investment decisions. Kevin has developed innovative tools and strategies that support project prioritization, scenario planning, and cross-asset resource allocation. He has advised agencies across the U.S. - from TxDOT and ADOT to CMAP and FHWA - helping them link performance goals to real-world funding decisions.

### Relevant Experience

**MAG Arterial & Bridge Needs Assessment and SunCloud AID, Project Manager.** Kevin led the development and quality review of MAG's corridor prioritization tools that integrated performance-based metrics (safety, reliability, equity, and asset condition) to score and rank arterial and bridge projects. He also advised on funding strategies and tool sustainability for long-term capital planning.

**Alaska DOT&PF, Strategic and PBPP Integration.** Kevin helped Alaska DOT create a new Strategic Planning division and develop implementation pathways across six major programs, including resilience and sustainability. He developed funding strategies and scenario tools to align resources with performance outcomes, including support for federal grants and fiscally constrained programming.

**ADOT Freight Plan and Long-Range Transportation Plan, Prioritization Lead.** Kevin created a web-based tool to evaluate freight investments using criteria tied to economic competitiveness and system performance. He facilitated consensus-building on funding allocations and helped ADOT align investments with fiscal constraint and stakeholder priorities.

**TXDOT Unified Transportation Program, Project Prioritization.** Kevin developed and refined the Project Metrics Data Integration System (PMDIS), enabling data-driven prioritization of over \$75B in projects. He created interactive tools to evaluate tradeoffs under financial constraints, assess investment impacts, and guide transparent implementation planning for TXDOT's 10-year capital program.

**Nevada DOT One Nevada Plan, Planner.** Kevin led the implementation phase of the One Nevada Plan, applying resource allocation tools to prioritize projects across 18 investment areas. His work produced fiscally constrained investment scenarios aligned with performance targets, providing NDOT with a project-ready pipeline for near-term programming.

**Connecticut DOT, Planner.** Kevin led the development of CTDOT's multimodal project screening and prioritization framework across mobility, safety, and active transportation projects. He also supported cost estimation, equity analysis, and scope templates to streamline pipeline development and support fiscally constrained programming.

**Education**  
PhD, MS, BS, Civil Engineering,  
Purdue University  
**Years at Firm/Experience:** 8/19  
**Location:** Chicago, IL  
**Qualifications**  
Professional Engineer  
**Time Available to  
Commit to Plan:** 30%  
**Anticipated Workload &  
Time Commitment**  
Chicago Regional Transportation  
Plan (30%); On-Going Project  
Work (40%)



## Yousef Dana <sup>PE, RSP1</sup> | Safety Tools Programmer <sup>HIGH STREET</sup>

Yousef is a transportation data analyst and engineer who helps agencies uncover insights that drive smarter, safer, and more strategic decisions. With a strong foundation in predictive safety analysis, performance-based planning, and data-driven project prioritization, he specializes in transforming complex data into actionable outcomes. Yousef brings expertise in Python, R, SQL, and GIS, and has supported clients across the public and private sectors. Over his career, Yousef has worked on projects as a transportation engineer and data scientist with various government DOTs, MPOs, and private clients.

### Relevant Experience

**Illinois DOT - Safety Improvement Program and HSM Implementation, Safety Analyst.** Yousef led predictive crash analysis across statewide corridors using HSM methods and Crash Modification Factors (CMFs). His work evaluated the effectiveness of 800+ HSIP projects, using Empirical Bayes (EB) methods and GIS-based spatial analysis to compare before-and-after crash trends and inform future funding strategies.

- Developed statewide crash reduction forecasts using calibrated SPFs.
- Built Excel-based evaluation tools and SQL databases for HSIP tracking.
- Produced geospatial data and mapping to support network-level safety prioritization.

**MAG SunCloud and Measure Manager Tools, Safety Tool Developer.** Yousef applied HSM predictive methods using MAG's 5-year crash data, calculating expected vs. predicted crash rates at intersections and segments using EB-adjusted SPFs. The results informed MAG's data-driven capital programming and safety investments.

- Delivered safety scores and Level of Service Safety

metrics for map-based dashboards.

- Integrated crash layers into MAG's SunCloud platform, enhancing public accessibility.

**CAPMO Regional Safety Action Plan, Safety Tool Lead.** Yousef led an evaluation of CAPMO's roadway scoring and TIA criteria to align with systemic risk indicators and equity considerations. He provided detailed recommendations for updating local codes to better reflect safety targets and HSM-compliant mitigation strategies.

- Recalibrated prioritization models using regional crash and risk factor data.
- Proposed updates to scoring methodology emphasizing equity and crash reduction potential.

**Effingham & Barrow County SS4A Safety Action Plans, Analyst.** Yousef developed high injury networks and analyzed corridor-level crash risk to identify policy gaps and recommend systemic countermeasures. His work directly informed future planning documents and safety implementation strategies.

#### Education

BS, Civil Engineering, University of Illinois - Chicago

Years at Firm/Experience: 3/10

Location: Chicago, IL

#### Qualifications

Professional Engineer; Road Safety Professional I

#### Time Available to

Commit to Plan: 50%

#### Anticipated Workload & Time Commitment

Chicago Regional Transportation Plan (25%); On-Going Project Work (25%)



**Education**  
BS, Geological Sciences; MA, City and Regional Planning, Arizona State University

**Years at Firm/Experience:**  
23/25

**Location:** Phoenix, AZ

**Time Available to Commit to Plan:** 20%

**Anticipated Workload & Time Commitment**  
Tempe Transportation Master Plan (30%); ADOT Digital Delivery Program (20%); ADOT North South Corridor Segments(30%)

# Michael LaBianca

AICP | Policy Expert



Michael has led policy driven planning efforts across transportation, environmental, and public outreach domains. His expertise lies in developing consensus based policies that address complex technical and stakeholder issues, particularly for projects involving multiple agencies and jurisdictions. Michael is skilled at aligning transportation strategies with broader community goals, crafting policies that are both actionable and adaptable. He brings a collaborative approach to policy development, translating technical data into practical guidance that informs decision making and drives equitable mobility outcomes

Relevant Experience

**Goodyear Transportation Master Plan Update, Project Manager.** Michael led the update to Goodyear's 2014 Transportation Master Plan to address the needs of the fast-growing city. The plan incorporated modeling scenarios, micro-transit and active transportation strategies, and a custom dashboard to evaluate project trade-offs in real time. The effort was closely coordinated with the General Plan update to align transportation investments with the community's vision.

**ADOT Digital Delivery Program, Environmental Planner.** Michael led the planning and implementation of ADOT's Digital Delivery Program, which is transitioning the agency to a fully digital design and project delivery environment. He worked closely with ADOT staff, consultants, and FHWA to establish statewide policy, standards, and training frameworks to support Building Information Modeling (BIM) and digital workflows. Michael helped define implementation phases, identify technology and staffing needs, and develop an agencywide change management strategy to support long-term adoption.

**Town of Miami Trails Plan, Project Manager.** Michael led the development of a community-driven trails plan to improve active transportation in the historic Town of Miami. He worked closely with residents and local stakeholders to identify trail opportunities, address connectivity barriers, and align recommendations with regional and ADOT priorities. The plan included phased improvements, cost estimates, and funding strategies to support near-term implementation.

**Phoenix FY2024 Climate Pollution Reduction Grant, Project Manager.** Michael led the City of Phoenix Phase 2 Implementation Grant submittal for the Phoenix Coalition members' EPA Climate Pollution Reduction Grant. Phoenix and regional partners (including City of Tempe) applied for \$450 million in funding to support GHG reduction initiatives, in alignment with the Maricopa Association of Governments Phase I Climate Priority Action Plan. Michael worked with regional partners to prioritize and develop measures for submitting the application, including descriptions, staffing, cost, and outcomes.



## Jon Markt <sup>PE, RSP1</sup> | Safe System Advisor



Jon is HDR's Transportation Safety Program Manager, known for turning data into action and identifying the root causes of safety challenges before solving them. He has led or overseen more than 40 Safety Action Plans, helping agencies shift policies, prioritize life-saving investments, and build multidisciplinary safety coalitions. His work includes high-priority network analyses, development of intuitive safety dashboards, and creation of practical tools like design aids and training programs.

### Relevant Experience

**City of Ames Iowa Comprehensive Safety Action Plan-SS4A, Project Manager.** Jon is currently serving as Project Manager for the development of a Comprehensive Safety Action Plan for the City of Ames and the Ames Area MPO, funded through the U.S. DOT's SS4A program. This plan will identify key safety challenges and opportunities within the community, with a focus on eliminating roadway fatalities and serious injuries. Jon is guiding a collaborative planning process that includes detailed crash data analysis, community engagement, and coordination with local partners to ensure the plan reflects local priorities and conditions. The final deliverable will meet all SS4A requirements and position the region to pursue implementation funding.

**Des Moines Area MPO, Comprehensive Safety Plan Update, Project Manager.** HDR is part of a multi-firm team delivering a \$1M SS4A Safety Action Plan covering a 500-square-mile region and 16 diverse member cities. Jon led the development of equity-focused crash analyses and the region's High Injury Network (HIN). The team created a strategic safety messaging framework, conducted robust engagement, and built a comprehensive safety analysis environment. The plan

includes a systemic safety strategy toolbox, corridor-level concepts, and an educational Safe System Approach toolbox - providing an actionable roadmap to eliminate traffic fatalities and serious injuries.

**Iowa DOT, I-29/I-80 Council Bluffs Interstate System (CBIS) Improvements, TransModeler Lead.** The Iowa DOT is reconstructing I-80, I-29, and I-480 in the Council Bluffs/Omaha area to modernize 18 miles of interstate and 15 interchanges. As the largest project in Iowa's Five-Year TIP, the Council Bluffs Interstate System Program aims to reduce congestion and crashes, support planned development, and enhance the visual landscape.

**MnDOT Better Road Safety Through Data Analysis.** Jon contributed HDR's expertise to the Minnesota DOT's predictive safety initiative by implementing advanced statistical models that identify high-risk roadway segments before crashes occur. His work helped drive the shift toward proactive safety interventions, complementing engineering improvements. Jon summarized this groundbreaking approach in *Roads & Bridges* magazine, emphasizing the importance of data-driven strategies in reducing fatalities.

#### Education

BS, MS, Civil Engineering, University of Texas - Austin

Years at Firm/Experience: 12/15

Location: Omaha, NE


#### Qualifications

Professional Engineer; Road Safety Professional I

Time Available to Commit to Plan: 30%

#### Anticipated Workload & Time Commitment

Rapid City SD SS4A (30%);  
Columbus Nebraska SS4A (20%)  
MPOJC / Iowa City IA SS4A (20%)



**Education**  
BA, Sociology, MA, Urban and Environmental Planning, Arizona State Univ.

**Years at Firm/Experience:** 8/10

**Location:** Phoenix, AZ

**Time Available to Commit to Plan:** 50%

**Anticipated Workload & Time Commitment**  
City of Tucson Bus Rapid Transit (20%); Metro Transit ABRT Prioritization (15%); Lowcountry Rapid Transit (15%)

**Rebecca Santiago** | Transit Lead
 

Becky is a transit planner with broad experience in public transportation and sustainability planning. She supports projects through peer agency reviews, grant applications (FTA CIG, IMI, Sandbox), technical reporting, and O&M planning. Currently serving as Deputy Project Manager for Tucson Rapid Transit, Becky has contributed to light rail, BRT, and bus service planning across the U.S., Canada, and China. As an Envision Sustainability Professional, she brings a strong focus on inclusive planning, multimodal design, and resilient infrastructure.

**Relevant Experience**

**Valley Metro Transit Standards and Performance Measures, Planner.** Becky led the first comprehensive update to Valley Metro's Transit Standards and Performance Measures since 2016. Her work included evaluating existing metrics, developing standards for new modes, creating a stop optimization methodology, and aligning the service planning process with the Transit Life-Cycle Program. The project aimed to equip the agency with tools to analyze and improve all routes, guided by a six-month Technical Advisory Group review process.

**City of Tucson Rapid Transit, Deputy PM.** Tucson Rapid Transit is a 15-mile HCT corridor and includes planning and design aimed at refining the previously identified corridors and securing federal funding through the FTA Small Starts program. The first phase of the project is a 5-mile BRT project, which was accepted in Small Starts Project Development in September 2023.

**Valley Metro Construction Reroute Plan, Project Manager.** With major construction downtown, Becky led a year-long effort to reroute 21 express and several local/circulator bus routes. She oversaw development of a

long-term plan that minimized rider disruption and traffic impacts while maintaining travel speed reliability.

**Tempe Tempe Transit Hub Redesign, Project Coordinator.** Becky led the redesign of Tempe's primary transit hub to improve pedestrian flow and operational efficiency. She engineered boarding platform configurations, accessible passenger amenities, and bus circulation patterns. Her design also included wayfinding enhancements and safety improvements, enhancing multimodal integration.

**Phoenix-Mesa Gateway Airport Transit Access Study, Planner.** Becky conducted a comprehensive evaluation of transit and shuttle connectivity to Phoenix-Mesa Gateway Airport. She led ridership projections, route alignment analysis, and stop placement planning. Her recommendations shaped service schedules and improved multimodal transfer connections, increasing airport access for both residents and workers.



## Gail Lewis | Funding and P3 Specialist



Gail is an experienced professional with globally recognized expertise in P3s and experience in economic development and international trade. She started, developed, and led all phases of the successful P3 program for the Arizona Department of Transportation, and simultaneously ran the Department's Office of International Affairs, leading the agency's work on the Arizona-Mexico border, and serving as the agency's representative on binational work groups.

### Relevant Experience

**ADOT Major Projects Division, Deputy Program Manager.** HDR provides multi-year support to ADOT's Major Projects Division, which oversees all P3s and other large innovative delivery projects delivered under Arizona's P3 legislation. Among the efforts where Gail has played a leading role include:

- Writing P3 guidelines and identifying future projects to build a robust project pipeline
- Support delivery of EV charging network, including communications, procurement, and interaction with proposers
- Procurement documents and protocol for truck parking locations near rest areas
- Assessing opportunities for future solar array locations on ADOT property.

**Arizona EV Infrastructure Strategy, Program Lead..** Gail led a statewide strategic assessment for electrifying transportation corridors under ADOT's Clean Corridors initiative. She coordinated interagency planning sessions, prioritized EV charging site locations, and recommended scalable solutions, helping position Arizona as a regional leader in sustainable transport infrastructure.

**Arizona Infrastructure Resilience Program, Principal Advisor.** Gail guided the development of resilience strategies for ADOT's asset management division. Her work included facilitating climate risk workshops, integrating resilience criteria into program guidelines, and advising on procurement frameworks that strengthen Arizona's long-term infrastructure reliability.

**Arizona Commerce Authority Broadband Equity, Access and Deployment Program, Advisory Services.** Gail is providing technical advice and oversight for Arizona's grant-funded broadband deployment program.

**Arizona Water Infrastructure Finance Authority, P3 Advisor, Long Term Water Augmentation P3 Project, Deputy Program Manager.** HDR is supporting WIFA in meeting a legislative mandate to identify out-of-state water sources to augment Arizona's supply. Gail assists with procurement development, provides guidance on legislative and policy issues, supports industry outreach, and advises on national water P3 best practices.

#### Education

BA, Journalism; MA, International Affairs, Columbia University

Years at Firm/Experience: 5/37

Location: Phoenix, AZ

#### Time Available to

Commit to Plan: 30%

#### Anticipated Workload & Time Commitment

ADOT Program Management/ GEC (25%) OCTA Programmatic Updates (25%) Hillsborough County (Florida) Biosolids P3 (20%)



# METROPLAN

GREATER † FLAGSTAFF

## STAFF REPORT

**REPORT DATE:** October 21, 2025

**MEETING DATE:** November 6, 2025

**TO:** Honorable Chair and Members of the Executive Board

**FROM:** Tami Suchowiejko, Business Manager

**SUBJECT:** Consider Election of a Chair and a Vice-Chair for MetroPlan Executive Board

### 1. RECOMMENDATION:

Staff recommends that the Board elect a Chair and Vice-Chair for the term January 1, 2026 to December 31, 2026.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

**Goal 2:** Deliver Plans that Meet Partner and Community Needs

**Objective 2.4:** Position partners for successful implementation of plans.

### 3. BACKGROUND:

MetroPlan's By-Laws have established requirements for the Chair and Vice-Chair of the Executive Board. Section 6.1.1. of the By-Laws states:

**6.1.1** The members of the FMPO Executive Board shall elect a Chairperson and a Vice Chairperson. In the absence of the Executive Board Chair, or upon her/his inability to act or serve, the Vice Chairperson shall have the powers of the Chairperson. The Chairperson and Vice Chairperson will serve without compensation and shall serve for a period of one year. The Executive Board may reappoint members to additional terms as Chairperson or Vice Chairperson, except that a person may not serve in these positions for more than three consecutive years.

Chair Sweet has served one (1) year as the Chair and one (1) year as the Vice Chair. Vice Chair Begay has served in this role for one (1) year. Historically, the Board has ensured the Chair and Vice Chair represent different member agencies.



# METROPLAN

GREATER † FLAGSTAFF

#### 4. TAC AND MANAGEMENT COMMITTEE DISCUSSION:

The item was not presented to the TAC nor the Management Committee.

#### 5. FISCAL IMPACT:

There is no fiscal impact.

#### 6. ALTERNATIVES

**Recommended:** Elect a Chair and Vice-Chair for the term January 1, 2026 to December 31, 2026.

**Not Recommended:** Do not elect a Chair and Vice Chair. If the election does not take place, there will be a leadership gap on the Executive Board and the continuity of meetings may be interrupted.

#### 7. ATTACHMENTS:

None



# METROPLAN

GREATER ‡ FLAGSTAFF

## STAFF REPORT

**REPORT DATE:** October 28, 2025

**MEETING DATE:** November 6, 2025

**TO:** Honorable Chair and Members of the Executive Board

**FROM:** Kate Morley, Executive Director

**SUBJECT:** Update on Key Performance Indicators (KPIs)

### 1. RECOMMENDATION:

None. This item is for information and discussion only.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

This item reports on the progress of all strategic work plan items.

### 3. BACKGROUND:

At its June 1, 2023, Board meeting, the Board adopted a Strategic Workplan that included key performance indicators (KPIs) to help measure progress on the goals and objectives that are shared with the Board quarterly. This report provides KPIs through the first quarter of FY2026.

### 4. TAC AND MANAGEMENT COMMITTEE DISCUSSION:

This item was not presented to the TAC nor Management Committee.

### 5. FISCAL IMPACT:

None. However key performance indicators can provide useful information on the effectiveness of programs and budget resources.

### 6. ALTERNATIVES:

None. This item is for information and discussion only.

### 7. ATTACHMENTS:

KPI Report



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## STAFF REPORT

**REPORT DATE:** October 28, 2025

**MEETING DATE:** November 6, 2025

**TO:** Honorable Chair and Members of the Executive Board

**FROM:** Kate Morley, Executive Director

**SUBJECT:** Strategic Plan Update

### 1. RECOMMENDATION:

None. This item is for information and discussion only.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

This item reports on the progress of all strategic work plan items.

### 3. BACKGROUND:

The Board adopted a Strategic Workplan, attached, at its June 1, 2023 meeting. The Workplan includes goals, objectives, and key performance indicators (KPIs) to help measure progress on the goals and objectives. The Strategic Workplan was intended to guide priorities for a 1-3 year timeline. As we are in the middle of year three, staff are beginning to look at the need to update the Workplan with the intention of using February's annual Advance to have a joint TAC, Management Committee, and Board discussion to set the priorities for the organization for the next three years. In preparation for that event, staff have created a survey for Board, TAC, and Management Committee members. The survey will gather input on how well the current goals, objectives, and KPIs are serving partner needs and if there are new priorities for the organization to consider.

### 4. TAC AND MANAGEMENT COMMITTEE DISCUSSION:

The TAC and Management Committee are aware of the forthcoming survey on the Strategic Plan and the pending update in the spring.

### 5. FISCAL IMPACT:

None. However, the strategic plan guides the development of annual and 5-year budgets to ensure resources are spent on achieving the organization's goals.



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## 6. ALTERNATIVES:

None. This item is for information and discussion only.

## 7. ATTACHMENTS:

MetroPlan 1-3 Year Strategic Workplan

# 1

## *Maximize Funding for Transportation Projects and Programs*

### OBJECTIVES

- Objective 1.1: Align capital and programmatic needs with priorities and fund sources.  
Objective 1.2: Expand match and revenue generating options.  
Objective 1.3: Coordinate partners' legislative priorities related to transportation.  
Objective 1.4: Ensure good standing with funders.



### KEY PERFORMANCE INDICATORS

1. Number funding opportunities sought
2. Amount of funding obtained
3. Develop annual legislative agenda and workplan
4. Clean audits and reviews

# 2

## *Deliver Plans that Meet Partner and Community Needs*

### OBJECTIVES

- Objective 2.1: Maintain trust through reliable and transparent project management.  
Objective 2.2: Expand inclusion of transportation disadvantaged community members and organizations in planning processes from setting planning priorities to implementing outcomes.  
Objective 2.3: Fill gaps in transportation data and make data accessible.  
Objective 2.4: Position partners for successful implementation of plans.



### KEY PERFORMANCE INDICATORS

1. Involvement of stakeholders in scoping through final recommendations
2. Participant demographics reflect community demographics
3. Number of new data sets collected and available on the website
4. Number of policy, project or other recommendations implemented

# 3

## *Build MetroPlan's Visibility in the Community*

### OBJECTIVES

**Objective 3.1:** Educate, inspire, and empower individuals in the planning process through creative education opportunities, public events, and demonstrations.

**Objective 3.2:** Expand MetroPlan's visibility through branding and marketing - social media, print, and digital materials.

**Objective 3.3:** Promote the value MetroPlan brings to the community.



### KEY PERFORMANCE INDICATORS

1. Number of public outreach events attended or organized
2. Number of people/organizations interacted with annually
3. Number of follower/ subscribers to social media and e-news sign-ups
4. Number of people reached through other media such as direct mailers, poster

# 4

## *Implement Programs that Encourage Mode Shift*

### OBJECTIVES

**Objective 4.1:** Conduct community-oriented multimodal demonstration and pilot projects.

**Objective 4.2:** Implement programs at K-12 schools to reduce parent pick up and drop off.

**Objective 4.3:** Educate the public about economic, health, congestion, climate, equity and other benefits of multimodal transportation.



### KEY PERFORMANCE INDICATORS

1. Increase % of trips made by walking, cycling, micro-mobility and public transit
2. Reduction in K-12 school traffic
3. Number of programs, pilots and demonstrations conducted



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## STAFF REPORT

**REPORT DATE:** October 28, 2025

**MEETING DATE:** November 6, 2025

**TO:** Honorable Chair and Members of the Executive Board

**FROM:** Kim Austin, Transportation Demand Management Planner

**SUBJECT:** Transportation Demand Management Update

### 1. RECOMMENDATION:

None. This item is for information and discussion only.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

**Goal 4:** Implement Programs that Encourage Mode Shift

**Objective 4.3:** Educate the public about economic, health, congestion, climate, equity, and other benefits of multimodal transportation.

### 3. BACKGROUND:

Safe Routes to School. In 2024, MetroPlan was awarded Safe Routes to School (SRTS) funding through the Transportation Alternatives (TA) Program, a Federal Highway Administration (FHWA) grant program administered by the Arizona Department of Transportation (ADOT). MetroPlan's SRTS grant consists of two components: programming and infrastructure. Below are recent updates of the SRTS program:

1. MetroPlan hired AECOM to complete an SRTS Assessment. The primary objective of this effort is to develop a comprehensive existing conditions report for all public and charter schools within the Flagstaff region. This assessment will identify current transportation conditions and barriers to safe walking and biking, and will provide up to 3 priority opportunities to improve multimodal access to each school. This initiative supports the goals of enhancing student safety, promoting active transportation, and informing future infrastructure planning and policy development.

- Key deliverables of the scope include:



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- Creating a succinct, visual, and editable document
  - Document the major challenges in the built environment preventing walking and biking conditions, and identify opportunities to increase those numbers
  - Provide a consolidated resource for Flagstaff Unified School District, Charter schools, and agencies to guide future SRTS programming and funding.
2. MetroPlan hired Mountain Mojo Group to produce an educational video to supplement the City's educational material on the 4<sup>th</sup> St./Cedar/Lockett roundabout. The roundabout is located near multiple school campuses and is a key intersection used by many students during their daily commute. The video will be similar in nature to the Safer Journey's campaign. MetroPlan staff partnered with City of Flagstaff planning staff, and local students, parents, and staff from Pine Forest Charter School and Puente de Hozho Elementary School.
  3. MetroPlan SRTS program hired an AmeriCorps member to assist in both programming and data collection. Hailey Bishop has officially joined the team. She is a Senior at NAU studying Geography and Urban Planning. We are very thankful to have her assistance until the end of May.
  4. MetroPlan continues to partner with the City of Flagstaff and Mountain Line on the SRTS Infrastructure grant to develop ideas to enhance safety and comfort for students, families, and community members who walk, bike, or use other non-driving means of transportation in northeast Flagstaff's Sunnyside neighborhood. There is currently a survey to seek input to guide preliminary designs for infrastructure improvements within the Northeast schools' area study. The survey is on our website, but also listed here: <https://s.alchemer.com/s3/Northeast-Schools-SRTS>

**Micromobility.** MetroPlan staff presented shared micromobility to the Flagstaff City Council on October 7<sup>th</sup>. City Council was unanimously in favor of proceeding with a request for proposal process to bring one (1) shared micromobility vendor to Flagstaff. Micromobility supports TDM goals of multimodal transportation options and decreased vehicle miles travelled. MetroPlan will continue to assist and support both the City of Flagstaff and NAU as they navigate this process.

**Safer People Campaign.** The contract with Mountain Mojo Group will expire at the end of the month; however, the Safer People Campaign will continue within the community. You will continue to see advertisements on the Mountain Line buses and social media posts encouraging safe behavior among drivers, bikers, and pedestrians.



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## 4. TAC AND MANAGEMENT COMMITTEE DISCUSSION:

This item was not presented to the Technical Advisory Committee or the Management Committee.

## 5. FISCAL IMPACT:

MetroPlan was awarded \$424,350 in federal funds for SRTS program activities. MetroPlan spent \$49,999 of SRTS funding to hire AECOM to create a comprehensive existing conditions report, \$9,704 to produce an educational video on roundabout safety for the SRTS program, and \$5,198 to partner with the NAU Center for Volunteerism for the SRTS AmeriCorps member, in addition to staff time spent on the program. These expenses further MetroPlan's programming goals for the SRTS program. Funding is anticipated to last through FY2027.

## 6. ALTERNATIVES:

None. This is a discussion item only.

## 7. ATTACHMENTS:

None. There are no attachments.



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## STAFF REPORT

**REPORT DATE:** October 20, 2025

**MEETING DATE:** November 6, 2025

**TO:** Honorable Chair and Members of the Executive Board

**FROM:** Tami Suchowiejko, Business Manager

**SUBJECT:** FY2026 Quarter 1 Financial Report

### 1. RECOMMENDATION:

None. This item is for information and discussion only.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

**Goal 1:** Maximize Funding for Transportation Projects and Programs

**Objective 1.4:** Clean audits and reviews

### 3. BACKGROUND:

This report provides an update on the budget for the first quarter (Q1) FY2026. The total expenses for FY2026 as of September 30, 2025, were \$319,272.54. This is 12% of the annual budget. As we look more deeply into budget categories we see the following:

- Salary and Benefits: MetroPlan's annual budget is \$919,722.70 and in Q1 expenses were \$171,820.40, which is 19% of budget. Savings were due to vacancies.
- Operations: MetroPlan's annual budget is \$172,528.00 and in Q1 spent \$58,052.15, which is 34% of the annual budget. In Q1, we had a large expense early in the fiscal year for public outreach videos. Overall, planned operations expenses are on track with budget.
- Travel: MetroPlan's annual budget is \$24,720 in FY26 and in Q1 expended \$9,334, which is 38% of the annual budget. In Q1, Planning Manager Wessel and Transportation Demand Planning Manager Austin attended national conferences, and Planner Gonzales completed a project management course through Cornell University. We are still on track with budget, as there are fewer training and travel expenses planned for the remainder of the fiscal year.
- Projects: MetroPlan budgeted \$1,512,050 for projects including \$450,000 for Safe Routes Infrastructure, \$500,000 for Safe Streets Master Plan, \$35,500 for data collection including but



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not limited to the Trip Diary and traffic counts, and \$526,550 for a variety of transit planning activities. MetroPlan spent \$80,065.99 in Q1.

#### **4. TAC AND MANAGEMENT COMMITTEE DISCUSSION:**

The TAC or Management Committee made no comments.

#### **5. FISCAL IMPACT:**

MetroPlan has a sustainable 5-year budget.

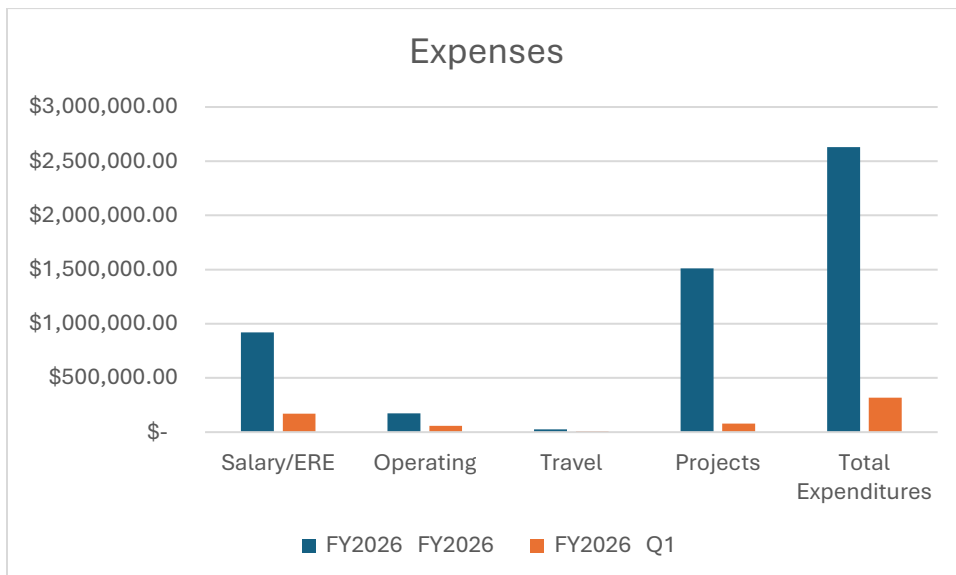
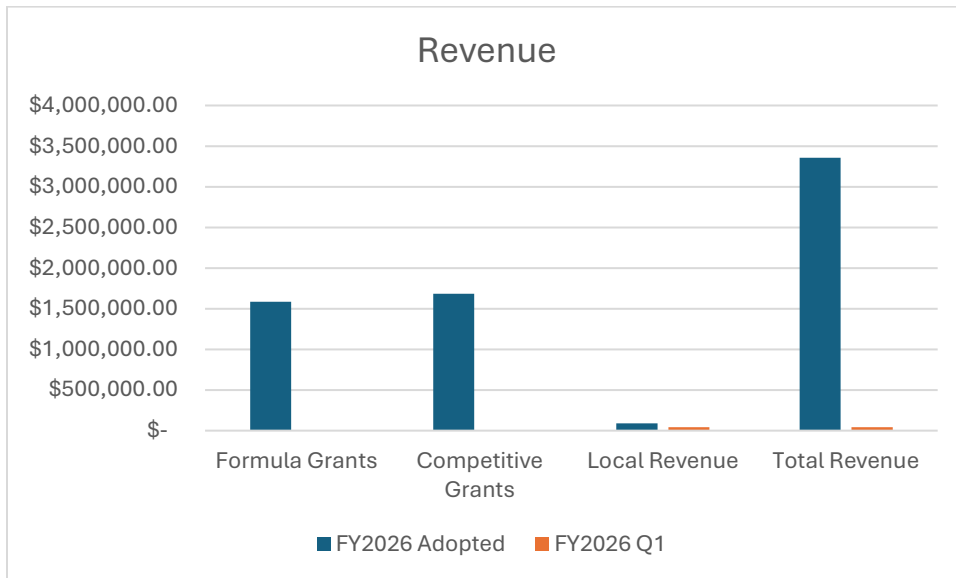
#### **6. ALTERNATIVES:**

None. This item is for information and discussion only.

#### **7. ATTACHMENTS:**

FY2026 Q1 Financial Report

Revenue	FY2026	FY2026
	Adopted	Q1
Formula Grants	\$ 1,585,293.40	\$ -
Competitive Grants	\$ 1,682,154.63	\$ -
Local Revenue	\$ 88,494.28	\$ 41,441.80
<b>Total Revenue</b>	<b>\$ 3,355,942.31</b>	<b>\$ 41,441.80</b>
Expenses	FY2026	FY2026
	FY2026	Q1
Salary/ERE	\$ 919,722.70	\$ 171,820.40
Operating	\$ 172,528.00	\$ 58,052.15
Travel	\$ 24,720.00	\$ 9,334.00
Projects	\$ 1,512,050.00	\$ 80,065.99
<b>Total Expenditures</b>	<b>\$ 2,629,020.70</b>	<b>\$ 319,272.54</b>





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## STAFF REPORT

**REPORT DATE:** October 28, 2025

**MEETING DATE:** November 6, 2024

**TO:** Honorable Chair and Members of the Executive Board

**FROM:** Kate Morley, Executive Director

**SUBJECT:** MetroPlan Happenings

### 1. RECOMMENDATION:

None. This item is for information and discussion only.

### 2. RELATED STRATEGIC WORKPLAN ITEM:

**Goal 3:** Build MetroPlan's Visibility in the Community

**Objective 3.3:** Promote the Value MetroPlan Brings to the Community

### 3. BACKGROUND:

#### Grants

MetroPlan submitted a 5305e transit planning application on behalf of Mountain Line to fund Mountain Line's Operational Assessment that will refine services in coordination with the implementation of Proposition 488. Match is paid for by Mountain Line. The relationship for collaboration on 5305e grants is outlined in the Mountain Line- MetroPlan IGA because MetroPlan is an eligible applicant, while Mountain Line is not.

Mountain Line submitted a \$4million 5307/5339 statewide competitive grant for bus stop improvements. Award of the grant would allow Mountain Line to bring all its bus stops up to recommended standards as outlined in Mountain Line's Transit Guidelines.

The City is working on a Federal Rail Administration Federal State Partnerships application to address challenges with BNSF rail on the east side of Flagstaff. The improvements will help address trespassing and flooding where the Rio de Flag crosses the tracks.



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The County is working on a Infra/ RURAL application for the construction of Bellemont interchange improvements.

## **Travel**

Member Vasquez, the Board's Rural Transportation Advocacy Council representative, joined Kate Morley and Tami Suchowiejko in Sierra Vista for the Arizona Transportation Policy Summit. An important part of the Summit was to connect with members of the legislature regarding Route 66 improvements and recapitalization of the AZ SMART Fund and with ADOT leadership on the need for US 180 improvements.

Dave Wessel traveled to the Association of Metropolitan Planning Organizations' national conference in Rhode Island to hear best practices and discuss federal reauthorization efforts.

## **US180 Advocacy**

In an effort to move the region's top priority for ADOT investment forward, staff are arranging for speakers at each upcoming State Transportation Board hearing. The State Transportation Board has the ability to place the project in the State's capital plan. Chair Sweet will speak in November, and we will be looking for others to speak at future events.

## **Northern Arizona Safety Gathering**

FHWA hosted a gathering of professionals responsible for transportation safety at the Downtown Connection Center. Dave Wessel, Mandia Gonzales and Kim Austin attended along with representatives from City, County and ADOT engineering, law enforcement, emergency medical personnel, and representatives from the Governor's Office of Highway Safety. Attendees gave presentations on current happenings and best practices.

## **Grant Writing Training**

MetroPlan partnered with NACOG to bring Grant Writing, USA training to Flagstaff. The event had 20 attendees from around the state to learn grant writing skills for two days at the Downtown Connection Center.

## **4. TAC AND MANAGEMENT COMMITTEE DISCUSSION:**

This item was not brought to the TAC nor the Management Committee.



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## 5. FISCAL IMPACT:

None. This item is for updates only.

## 6. ALTERNATIVES:

None. This item is for information and discussion only.

## 7. ATTACHMENTS:

None.