

CITY OF BAINBRIDGE ISLAND

# Sustainable Transportation Planning

APRIL 19, 2019

STATEMENT OF QUALIFICATIONS PREPARED FOR  
**CITY OF BAINBRIDGE ISLAND**

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# Sustainable Transportation Planning

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April 19, 2019



Submitted by:

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

811 First Avenue, Suite 610

Seattle, WA 98104

**Jennifer Wieland, Project Manager**

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In Association With:

**Envirolssues, Inc. (DBE, WBE)**

101 Stewart Street, Suite 1200

Seattle, Washington 98101

206-269-5041

April 19, 2019



City of Bainbridge Island  
Public Works Department  
Mark Epstein, Engineering Project Manager  
280 Madison Avenue North  
Bainbridge Island, WA 98110

**RE: Sustainable Transportation Planning for the City of Bainbridge Island**

Dear Mr. Epstein,

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this Statement of Qualifications to the City of Bainbridge Island to provide a Sustainable Transportation Plan. We are excited about the possibility of working with the Bainbridge Island community and are committed to the project's success.

Since its inception in 1987, Nelson\Nygaard has been distinguished by a commitment to implementable transportation plans that support local solutions to help build more vibrant, sustainable communities. A fully multimodal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Environmental sustainability is a principle that guides and shapes all of our work. By developing balanced systems that give people choices, we help create vibrant, active, connected communities that are less dependent on single-occupancy vehicle travel. We design analytical evaluation tools that allow communities to measure the environmental impact of the transportation choices they make.

We have worked with many communities similar to Bainbridge Island and know the unique challenges that a small, rural island face. We will create solutions tailored to your community's scale, context, conditions, and needs. We will leverage opportunities, like the knowledge of common attractors and generators from our work with Kitsap Transit on Bainbridge Island, to make recommendations that reflect current and future travel patterns and reduce the barriers people have in choosing sustainable transportation modes. We have experience working with island communities, such as conducting an alternatives assessment for a non-motorized bridge linking neighborhoods in Oahu, Hawaii, and leading a Sustainable Mobility Plan for the City of Victoria, BC. Our team has vast experience working in the Central Puget Sound and with Kitsap County stakeholders on projects you will see highlighted in this proposal, and we look forward to deepening those relationships through our work with you.

The time for reducing our environmental impacts and developing a resilient transportation system is now. This Sustainable Transportation Plan will align with the Island's Climate Change Advisory Committee's goal to reduce greenhouse gas emissions by 90% by the year 2040. Sustainable mobility plays an important role in meeting this goal and in increasing the health, happiness, and well-being of Bainbridge Island residents. Providing transportation options beyond driving is one way to reduce household transportation costs. Building a strong multimodal transportation network helps people live healthier, happier, and more connected lives and enhances access to opportunities.

We have considered the needs of the City of Bainbridge Island and have assembled a team that combines extensive national expertise in multimodal and active transportation planning with local knowledge to complete the project.

- **Jennifer Wieland, Project Manager**—Jennifer leads Nelson\Nygaard’s Seattle office and is an expert in sustainable transportation planning and policy. She has led citywide sustainable mobility and active transportation plans in communities across the U.S. and Canada.
- **Drusilla van Hengel, PhD, Principal-in-Charge**—Dru brings more than 25 years of active transportation planning experience and single-occupancy vehicle trip reduction to this team. Dru helps make walking and bicycling viable options for people of all ages by eliminating the cultural, organizational, and design gaps and barriers institutionalized by 70 years of planning for auto-mobility.
- **Lauren Squires, Deputy Project Manager**— A lifetime Pacific Northwesterner, Lauren sees high-quality bicycling and walking facilities as integral for seamless mobility. Lauren brings a range of multimodal planning, design, and facilitation skills to this project, along with enthusiasm for opportunities to work with Central Puget Sound communities to enhance people’s access to a range of sustainable transportation choices.
- **Michael Riebe, PE, Project Engineer**—Michael is a technical expert in multimodal streetscape design and sustainable transportation engineering. He has served as a project engineer and designer for innovative active transportation projects that include traffic calming, award winning bicycle facilities, and out-of-the-box pedestrian safety enhancements.

We are excited to be joined on this project by **Envirolssues**, an award-winning communications and outreach firm with whom we have worked on dozens of projects. Envirolssues’ approach to community engagement focuses on meeting people where they are for meaningful discussions. Nelson\Nygaard and Envirolssues recently partnered on Kitsap Transit’s Comprehensive Route Analysis, which included outreach on Bainbridge Island that was both broad and deep, creative, and successful.

We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this project. We submit our proposal in accordance with the terms and conditions outlined in the Request for Qualifications (RFQ), and our offer will remain in effect for at least ninety (90) days from the date of submittal, April 19, 2019.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact Jennifer Wieland at [jwieland@nelsonnygaard.com](mailto:jwieland@nelsonnygaard.com) or 206-576-3938, or me at [ltreat@nelsonnygaard.com](mailto:ltreat@nelsonnygaard.com) or 503-488-2247. I am authorized to negotiate with the City of Bainbridge Island in connection with this effort.

Sincerely,



Leah Treat  
Managing Director

# 1. DESCRIPTION OF FIRMS



## NELSON\NYGAARD CONSULTING ASSOCIATES, INC.

### Contact Information

811 First Avenue, Suite 610  
Seattle, WA 98104  
206-576-3938  
www.nelsonnygaard.com

### We put people first.

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with over 120 people in offices across the United States.

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

Environmental sustainability is a principle that cuts across all of our work. By developing balanced multimodal transportation systems, Nelson\Nygaard's work helps to create vibrant, active communities that are less dependent on single-occupancy vehicle travel. Our analytical tools allow communities, transit agencies, developers, and employers to measure the environmental impact of the transportation and land use choices they make. We help maximize the attractiveness and safety of bicycling and walking. We develop design requirements, quantify bicycle and pedestrian levels of service and, most importantly, balance the inevitable tradeoffs between nonmotorized transportation, automobiles and other modes.



### ACTIVE TRANSPORTATION AND SAFETY

Making places better for people to walk, bike, and gather



### STREETS AND CITIES

Balancing the mobility needs of everyone to create thriving places



### ENGINEERING DESIGN AND DEVELOPMENT

Analyzing movement to improve connectivity and reduce environmental impacts



### TRANSIT

Designing and developing great transit services for people



### PARKING AND TRANSPORTATION DEMAND MANAGEMENT

Creating livable places with better management of parking supply and demand



### EMERGING MOBILITY

Collaborating on solutions for people in a new era of mobility



### PARATRANSIT AND COMMUNITY TRANSPORTATION

Achieving service/cost performance and ADA compliance for demand-responsive services

Nelson\Nygaard is a leader in planning sustainable transportation systems. We help our clients determine the most cost-effective ways to reduce emissions. We excel at designing safe and inviting pedestrian and bicycle environments that integrate seamlessly with transit.

### Multimodal and Active Transportation Planning

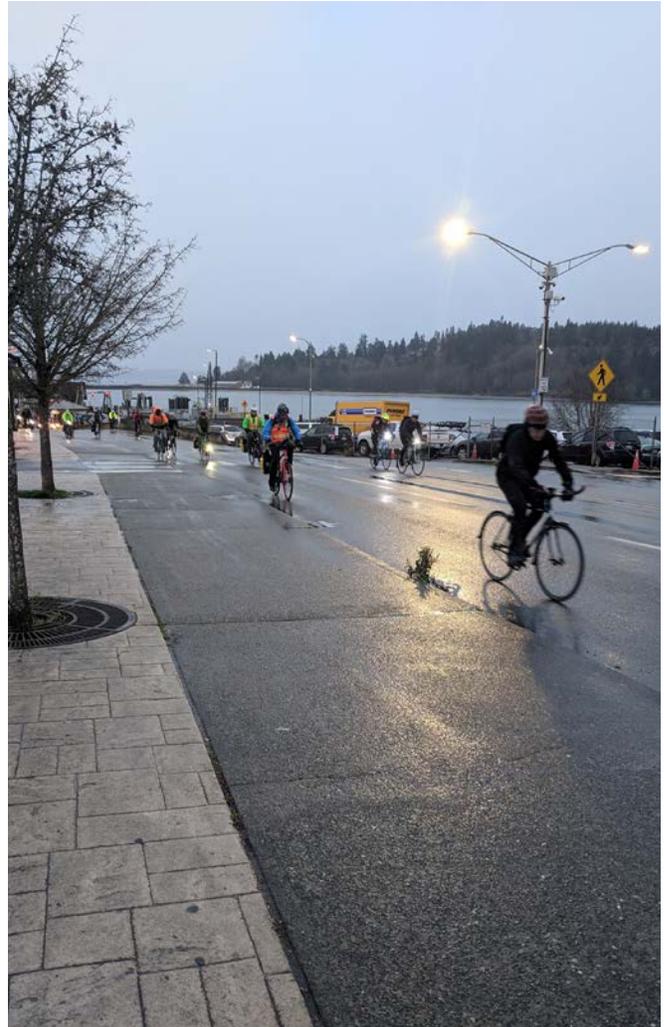
Working with cities, neighborhoods, and public parks, we identify bicycle and pedestrian investments that improve public safety and serve larger goals of economic development, social equity, and natural resource preservation. This work reduces dependence on single-occupancy vehicles and the environmental impacts of auto emissions.

### Pedestrian and Bicycle Plans

We help municipalities understand the complex matrix of changes to existing infrastructure, policies, and design guidelines needed for a functional pedestrian and bike network. We document weak linkages in existing pedestrian networks, prioritize locations for new infrastructure and amenities, and rewrite municipal codes and standards.

### Education and Outreach Programs

Nelson\Nygaard has led a broad range of safety education programs including the award-winning Safe Routes to Schools in Marin County and New York City. We also conduct intensive workshops that teach city leaders about the core principles of effective pedestrian and bike planning. Using education, consensus building, and phased approaches to implementation, we have moved plans from dissension to adoption and execution.



### Kitsap Comprehensive Route Analysis, Kitsap Transit | 2017–2018

**Prime Consultant:** Nelson\Nygaard  
**Community Engagement:** EnvirolIssues

Nelson\Nygaard led the development of Kitsap Transit’s first comprehensive service update in 30 years. The team conducted a comprehensive evaluation of existing service characteristics and performance and evaluated opportunities to improve mobility and access to transit services throughout Kitsap County. The planning effort was built on regional partnerships and initiatives, including coordination with Washington State Ferries and other regional transit service providers, as well as Kitsap Transit’s passenger-only ferry service that features local and regional connections. The effort has positioned the agency for sustainable future growth and improved frequency and span of service. The first service expansion resulting from the analysis rolled out in March 2019.

## ENVIROISSUES, INC.

EnvirolIssues has built their name on bringing people together to tackle complex issues.

For nearly 30 years, they've worked on many of the most challenging issues that face local communities, providing public involvement, facilitation, and communications services on a range of public agency projects. They have built their reputation on communicating with diverse groups and building a common understanding of the opportunities, constraints, and realities of each project. EnvirolIssues' team has helped public agencies engage a broad range of stakeholders on projects to safely and sustainably connect people between neighborhoods, modes, employment centers, and more. They bring stakeholders, decision makers, and agencies together, and are well versed in helping communities articulate transportation priorities and explore multimodal opportunities. Having supported successful community engagement on Bainbridge Island for many years on projects—ranging from the electric grid, to transit and ferry terminal projects—EnvirolIssues brings local knowledge and unequalled expertise to the services they provide.

EnvirolIssues is a certified Disadvantaged Business Enterprise (DBE) and Women's Business Enterprise (WBE) in the states of Washington and Oregon in compliance with federal requirements.

### SAFE Mobility Levy, City of Bainbridge Island | 2018–2019

EnvirolIssues provided outreach assistance to the City of Bainbridge Island related to their transportation levy on the November 2018 ballot. EnvirolIssues provided a logo and graphic identity that was incorporated into the launch of a SAFE Mobility Levy website in September 2018, which contained information and additional outreach opportunities for residents to learn more about the levy. In addition to the website, EnvirolIssues prepared a postcard for mailing to all residents on the island, a factsheet for briefings and a poster to post in Bainbridge's downtown business corridor. Following the election, their team provided the City of Bainbridge Island with a communications survey to assess general resident communication preferences and response to levy outreach. The survey resulted in a total of 550 responses. EnvirolIssues made sure that the City had the information they needed to move forward in communicating with residents about future city projects and initiatives.

#### City of Bainbridge Island Proposition No. 1 (Connecting Bainbridge: SAFE Mobility Levy) on your November 2018 Ballot

Specific projects will be identified by a project selection committee should the levy be approved by voters. Projects will address the four focus areas shown below, with funding allocated across the focus areas as shown:



#### To learn more

See the other side of this postcard or visit:  
<https://bainbridgesafemobilitylevy.participate.online/>



### Kitsap Comprehensive Route Analysis, Kitsap Transit | 2017–2018

**Prime:** Consultant Nelson\Nygaard  
**Community Engagement:** EnvirolIssues

EnvirolIssues developed a three-phased outreach strategy to gather community input throughout development of the service analysis and final recommendations. They developed three online open houses, including a full custom interactive map showing proposed new bus routes and allowing people to leave comments by route. EnvirolIssues facilitated multiple in-person open houses and workshops to engage community members in dynamic small group discussions on what their transit vision is and what improvements would most benefit their use of bus service. Their team provided social media support for the analysis and developed informational materials. The highly participatory outreach effort was well received, enabling the team to ensure that recommended improvements were heavily based on community feedback.

## 2. PROJECT MANAGER'S EXPERIENCE



Location: Seattle, WA

### JENNIFER WIELAND, PROJECT MANAGER

Jennifer brings more than a dozen years of experience to transportation planning. A strategic thinker with a passion for building great towns and cities, Jennifer specializes in multimodal and active transportation. She understands the connection between the places we live, the ways we get around, and our individual and community health. Jennifer knows that high quality, equitable, affordable, and seamlessly integrated transportation options are only part of the solution—we must treat our streets and sidewalks as great places as well.

Jennifer has led recent active transportation plans in Glendale, CA and Indianapolis, IN as well as integrated multimodal plans with a large walking and biking focus in Victoria, B.C. and Maui, and complete streets and small area projects in Tacoma, Lynnwood, and Seattle. Before joining Nelson\Nygaard, Jennifer was a strategic advisor and transportation planner with the Seattle Department of Transportation where she worked on Seattle's Pedestrian Master Plan, managed capital projects, and built the city's public space program.

As project manager, Jennifer will serve as the key point of contact for the City of Bainbridge Island. She will be responsible for all aspects of project delivery, delegating project needs to their respective task leads to ensure the project remains on schedule and its goals are being met.

### SELECT PROJECT EXPERIENCE

#### Hele Mai Maui: Long-Range Transportation Plan 2040, County of Maui Metropolitan Planning Organization | 2018–Ongoing

Jennifer is serving as project manager on the development of a long-range transportation plan that will set a vision for transportation needs and opportunities on the island of Maui over the next 20 years. She leads the Nelson\Nygaard team, who is working closely with Maui residents and other stakeholders to evaluate a range of improvements to Maui's active transportation and transit networks and to prioritize according to the community's goals. Through a robust engagement effort, five key themes have emerged as priorities for the community: environment, economy, multimodal systems, connections, and culture. Nelson\Nygaard is currently evaluating projects, both proposed and ongoing, to determine which will have the greatest impact in helping the community reach these goals. The plan will address sustainability and resiliency as well as transportation affordability on the island of Maui.

#### More sustainable and resilient infrastructure is needed.

Our transportation system contributes to climate change and is vulnerable to its effects. We need to focus on opportunities to better manage our impacts and create a system that will work for future generations.



#### Driving is the most common way to get around.

With the growing population and growing number of visitors, there is a need to make driving on the island more reliable while providing better non-driving options for people.



#### Walking and biking are challenging.

Missing and disconnected bicycle and pedestrian facilities make it difficult for people to bike and walk.



**Glendale Pedestrian Plan, City of Glendale, CA, 2016–2018.** Jennifer managed a citywide pedestrian plan that includes best practices research; data collection to establish existing network; safety, demand, and comfort analyses; project prioritization and selection; first/last mile transit access strategies; and preliminary design of select corridors. Implementation planning included a demonstration project and tactical activities.

**Indianapolis Pedestrian Plan, City of Indianapolis, IN, 2016–2017.** Jennifer managed a pedestrian plan focused on incorporating health and equity, including access to transit, into project prioritization. Developed innovative engagement strategies, state of the system report, opportunities analysis, short- and long-term project and program lists, and implementation checklist.

## GoVictoria: Sustainable Mobility Strategy, City of Victoria, B.C., Canada | 2018–Ongoing

As project manager, Jennifer is leading the Nelson\Nygaard team in developing the City of Victoria's sustainable mobility strategy, which includes existing conditions analysis, community engagement, project development, and prioritization for implementation. The early public conversation is focused on defining values, goals, and priorities for mobility in the region. Our team will use this input to support the creation and prioritization of strategies and to develop tools to measure the performance of projects and responsibly manage the City's transportation assets. With a focus on climate action, affordability, equity, and accessibility, the Sustainable Mobility Strategy is an opportunity for Victoria to think big and be bold. It is a chance to build an inclusive, integrated, multimodal and active transportation system—one that strengthens quality of life for Victoria's residents and the broader region.



**Kitsap Regional Coordinating Council Transportation Program Lead, Kitsap County, WA, 2015–2016.** Jennifer facilitated KRCC's Transportation Technical Advisory Committee meetings, comprised of public works directors, to ensure countywide coordination of transportation projects and programs. Managed countywide project selection process, including development of new scoring criteria to meet regional requirements. Supported ongoing coordination with agency staff and Kitsap County elected officials.

**Pedal Indy, City of Indianapolis, IN, 2017–2018.** Jennifer managed an update to Indianapolis' Bicycle Master Plan as part of development of Indy Moves, the city's transportation integration plan. Identified project goals; conducted safety, comfort, demand, and gap analyses; recommended new facility types and design guidelines, including "neighborways;" and established priority projects and programs to support implementation. Indy Moves won the Hoosier Award for Outstanding Transportation Plan in 2019.

**Puyallup Avenue Multimodal Corridor Design, City of Tacoma, WA, 2016–2017.** Managed conceptual design for a 1.3-mile multimodal corridor with heavy transit and freight activity and opportunities for dramatically improved walking and bicycling conditions. Project developed design alternatives for evaluation, resulting in a preferred design based on significant public engagement.

**Lynnwood Multimodal and Complete Streets Plan, City of Lynnwood, WA, 2017–Ongoing.** Working with the city to design a complete street along a major school corridor; establish a complete streets policy; develop pedestrian and bicycle design guidelines; and complete a systemwide safety analysis to inform the first active transportation plan.

**North Downtown Mobility Action Plan, Seattle Department of Transportation, WA, 2017–Ongoing.** Jennifer served as senior staff lead for a mobility action plan that builds upon long-standing community plans and vision documents to support sustainable transportation access to and mobility through North Downtown.

**RiNo Mobility and Parking Study, River North Business Improvement District, Denver, CO, 2017–Ongoing.** Jennifer is serving as multimodal lead for a study to address walking, biking, and shared mobility challenges in a dynamic district. Project includes a tactical intervention and extensive stakeholder coordination.

### PREVIOUS EXPERIENCE

**Seattle Department of Transportation, Seattle, WA**  
Strategic Advisor, 2010–2015; Senior Transportation Planner, 2009–2010; Transportation Planner, 2008–2009

**Elliott Bay Seawall Project, Project Manager.** Managed all aspects of the \$300 million project, including design, funding and federal strategy, environmental review, outreach and communications, interagency coordination, and stakeholder relationships.

**Pedestrian Master Plan, Deputy Project Manager.** Developed vision and goals; education, enforcement, and encouragement actions; and award-winning prioritization process, including health and equity metrics and performance measures. Plan led to the designation as first platinum-level Walk Friendly Community.

**Public Space Management Program, Program Manager.** Developed a program to activate and regulate a vibrant, safe, attractive, and accessible shared right-of-way in Seattle.

# 3. PERSONNEL



**Location: Portland, OR**

## DRUSILLA VAN HENGEL, PHD, PRINCIPAL-IN-CHARGE

Drusilla has more than 25 years of transportation planning and operations experience. As the national lead of Nelson\Nygaard’s active transportation sector, she is an expert on Vision Zero, Safe Routes to School, and bicycle and pedestrian planning. Her unique blend of experience in land development, traffic operations, and community planning, combined with an MBA on sustainable business from the Bainbridge Graduate Institute, make her renowned for delivering built projects, implementable plans, and innovative practices. Dru helps make walking and bicycling viable options for people of all ages by eliminating the cultural, organizational, and design gaps and barriers institutionalized by 70 years of planning for auto-mobility.

As principal-in-charge, Dru will be responsible for overseeing quality assurance on all final project deliverables. She will also lend her extensive expertise in active transportation planning and design as a strategic advisor, and can be brought in for engagement, education, and promotion for showcase events.

### SELECT PROJECT EXPERIENCE

**Honolulu Complete Streets Rehabilitation Project, City and County of Honolulu, HI, 2017–Ongoing.** Dru is the project manager for this complete streets design project. A recent sub-task included the facilitation of a half day multimodal transportation assessment workshop, including stakeholders from numerous Hawaii agencies. The outcome of the workshop was consensus on a change to their level of service method that permits a range of transportation quality targets dependent upon street modal priorities.

**Bicycle Master Plan Update, Seattle Department of Transportation, WA, 2014.** Dru was the deputy project manager for the citywide Bicycle Master Plan Update. Her work enabled the delivery of the draft and final plans, which focus on staff and community response to recommended strategies to increase ridership, comfort, and safety for bicyclists of all abilities. Nelson\Nygaard provided project evaluation and prioritization framework by establishing a unique multimodal corridor framework to determine bikeway route selection and weigh difficult modal tradeoffs on corridors with competing demands.

**Pedestrian Safety Study, City of Vancouver, B.C., Canada, 2013.** Dru served as project advisor on this project, led by a local consulting firm. Vancouver is a walkable city with a good pedestrian safety record, but pedestrians continue to make up a relatively high proportion of traffic fatalities. Dru consulted on the interpretation of collision data and the selection of countermeasures. The countermeasures focused on a series of engineering, enforcement, education, and other programmatic strategies to improve pedestrian safety.

### **Pedestrian Action Plan, City of Santa Monica, CA, 2015.**

The Santa Monica Pedestrian Action Plan recommends strategic phased citywide and location-specific actions that will improve safety, access to transit, and overall walkability. Dru provided project management and oversaw each step of the plan. Dru conducted the collision analysis and managed the development of priority policy, practice, program, and project recommendations holding the community and staff goals as paramount throughout. *\*Project initiated while Dru was employed at Alta Planning. City retained Dru when she left Alta and joined Nelson\Nygaard to bring the project to Council adoption.*

### **Safe Mobility Santa Ana Plan, City of Santa Ana, CA, 2016.**

Dru served as project manager for a project to improve the safety of Santa Ana roads, with a focus on vulnerable roadway users. It includes a detailed analysis of crash data to identify trends and contributing factors in order to identify a list of locally suitable engineering, education, and enforcement actions. The final plan includes a table of recommended projects as well as detailed project cut sheets for 20 high priority locations.

### **Los Angeles Citywide Walk to School Program, Los Angeles Department of Transportation, CA, 2016.**

Dru led the LADOT’s Walk to School Program for three years to support a cultural shift that results in more children walking safely to school. Dru led a team that recruited and provided logistical support for 150 schools, implemented the program’s Customer Relationship Management Tool, developed three year-long walk to school activity guides, produced two Walk to School Day Evaluation Reports, and authored the city’s Vision Zero Safe Routes to School Action Plan.



**Location: Seattle, WA**

## LAUREN SQUIRES, DEPUTY PROJECT MANAGER

Lauren specializes in active transportation planning and facility design, with an emphasis on multimodal connectivity, accessibility, and social equity. She has worked alongside engineers and designers bringing concepts to reality. A strong deputy project manager offering a range of bicycle and pedestrian planning, public engagement, and complete streets design skills, Lauren works on projects ranging from streetscape concepts to active transportation plans to community-driven projects focused on health and equity. Lauren is a lifetime Northwesterner and car-free resident. One of her favorite summertime adventures is a bike camping trip at Fay Bainbridge Park.

As deputy project manager, Lauren will provide day-to-day support for the project manager, and assist with task-level management and coordination with the internal project team. She will also facilitate discussions with the working group, advisory committee, and other stakeholders while supporting the EnviroIssues team with engagement and educational events.

### SELECT PROJECT EXPERIENCE

**Lynnwood Citywide Multimodal Transportation Planning, City of Lynnwood, WA, 2017–Ongoing.** As deputy project manager, Lauren is currently supporting the City of Lynnwood in developing and adopting a Complete Streets policy accompanied by an implementation plan and updated pedestrian/bicycle street design standards. Lauren supported the City with Safe Routes to School (SRTS) outreach and project development culminating in the submission of several SRTS grants to WSDOT for 2018 funding. The team is also developing a citywide non-motorized and safety plan for the City with an emphasis on connections to LINK light rail, schools, parks, and trails.

**Go Victoria: Sustainable Mobility Strategy, City of Victoria, B.C., Canada, 2018–Ongoing.** Nelson\Nygaard is supporting the City of Victoria in developing their sustainable mobility strategy. Go Victoria will create a sustainable mobility system that gives everyone access to safe, affordable, and reliable transportation options. Lauren recently led the public launch of Go Victoria with a high-profile community event. She is also supporting strategy development which includes focused workshops with interdepartmental staff on optimizing internal project development and delivery to meet key goals.

**North Downtown Mobility Action Plan, Seattle Department of Transportation, WA, 2017–2019.** Lauren served as deputy project manager working with SDOT and Uptown, Belltown, and South Lake Union stakeholder groups to develop a mobility action plan that builds on long-standing community plans to support sustainable transportation access to and mobility through North Downtown Seattle. Lauren led the development of an integrated public engagement strategy, compilation and synthesis of feedback and project ideas, and development of an evaluation framework and performance measures based on community-established guiding principles.

**Downtown Strategy + Streetscape Concepts, Olympia, WA.** Lauren brought her expertise in multimodal street design to develop a street typology and specific street concepts for downtown Olympia. Through an extensive public involvement process, the design team identified downtown design character areas as well as significant streets. Out of this process, the team identified current and future proposed modal priorities for downtown streets as well as street character standards for downtown districts. *\*Performed prior to joining Nelson\Nygaard.*

**Holly Street and Lakeway Drive Bikeway Design, Bellingham, WA.** Lauren worked with the City of Bellingham, Public Works and Transportation Departments to evaluate bike facility design options for Holly Street and Lakeway Drive, both important multimodal, commercial corridors identified as high-priority study areas in Bellingham's modal plans. *\*Performed prior to joining Nelson\Nygaard.*

**SDOT Pedestrian Master Plan Update, Seattle, WA.** Lauren served as the deputy project manager updating Seattle's long-term action plan to become the most walkable city in the nation. The team updated the project prioritization methodology based on safety, equity, and pedestrian demand—built strategy and action policy recommendations—to focus pedestrian improvements on connections to the frequent transit network and schools, serving populations who rely on walking the most. *\*Performed prior to joining Nelson\Nygaard.*



**Location: Seattle, WA**

## **MICHAEL RIEBE, PE, PROJECT ENGINEER**

Michael is a technical expert in multimodal streetscape design, transportation engineering, and land use planning with a broad range of experience on many types of transportation projects. At Nelson\Nygaard, Michael serves as a project engineer and designer for innovative streetscape plans that include traffic calming, bicycle facilities, pedestrian safety, and neighborhood greening. Michael is an expert at overcoming challenges to find the best way to utilize limited space for all modes of transportation. Michael coordinates complete streets design and traffic engineering analysis to support many active transportation planning projects in cities small and large across North America.

As project engineer, Michael will be responsible for leading the technical analyses associated with the existing conditions and project recommendations, as well as the development of decision matrices, design guidelines, and marquee project concept design. Michael will act as a liaison between planning and engineering staff for both the consultant team and the City of Bainbridge, and will support community engagement as needed.

### **SELECT PROJECT EXPERIENCE**

**Complete Streets Rehabilitation, City and County of Honolulu, HI, 2017–Ongoing.** Deputy project manager, lead designer, and traffic engineer for 10 corridors in the McCully, Waikiki, and Kalihi neighborhoods of Honolulu. Introducing street design solutions that align with Honolulu’s Complete Streets policy and transform the right-of-way to allow for safe movement of all transportation modes. Includes a multimodal transportation assessment, community engagement to seek feedback on alternatives, and final concept design.

**South Pleasant Valley Corridor Mobility Plan, City of Austin, TX, 2017–Ongoing.** Leading multimodal traffic modeling and best practice complete streets design guidance for a key multimodal corridor in southeast Austin. The project will result in a preliminary engineering report with recommendations that will enhance mobility, connectivity, and safety for all users—including people who drive, walk, bike, and take transit.

**Latham Street Bike Boulevard, City of Mountain View, CA, 2016–2018.** Michael was deputy project manager for a neighborhood bicycle boulevard and completed preliminary design for the 2.4-mile corridor. The roadway includes traffic calming elements and traffic diversion islands to reduce cut-through traffic and provide a more welcoming environment for people of all ages and bicycling abilities. Michael conducted a preliminary high-level analysis of the pros and cons of the design concept. This analysis includes bicycle and pedestrian safety and amenity, traffic flow, parking loss, and cost estimates.

**California Street/Escuela Ave Complete Streets, City of Mountain View, CA, 2016.** Michael served as the deputy project manager and lead engineer for Mountain View’s complete street plan for a 3-corridor area. The streets varied in size, function, and surrounding form, but are all linked together within the neighborhood. The project’s goal was to enhance safety on these residential corridors by calming traffic and providing pedestrian and bicycle amenities. The project included a traffic study, community outreach, and conceptual design for all of the corridors in order to improve vibrancy and connectivity of the area.

**Menlo Park General Plan Update, City of Menlo Park, CA, 2016.** Michael was involved in the quantitative and qualitative analysis for pedestrian, bicycle, and transit conditions for the existing conditions report in the Menlo Park General Plan Update. This includes analyzing existing facilities using a customized multimodal level of service (MMLOS) method and will tie into recommendations for future roadway network classifications. These classifications will note requirements and physical standards for transit and nonmotorized transportation for the existing roadway network and planned future growth.

**Wasson Way Trail Design, City of Cincinnati, OH, 2016.** Michael managed the concept design for trail connections and served as an advisor on trail best practices for the first phase of this rail-to-trail project in Cincinnati, Ohio. The Wasson Way trail is a 7.6-mile, mixed-use trail that extends from Xavier University to the Little Miami Bike Trail. The first phase included a 4.1-mile segment with challenging intersection crossings. Michael designed innovative intersection treatments at these crossings that included interactions with signalized intersections, midblock crossings, and neighborhood access routes.



**Location: Seattle, WA**

## **BRENDAN RAHMAN, PLANNING AND GRAPHIC DESIGN**

Brendan has seven years of experience as a transportation consultant in the United States and Canada. He understands the connection between people, public transit, and the communities in which they thrive. He excels at transforming data and ideas into visually compelling documents. He has developed outreach materials—including boards, graphics for participatory budgeting webpages, onboard transit surveys, infographics, transit guides, parking signage, and pamphlets about active transportation and health. His work on the GoVictoria Sustainable Mobility Plan has included graphic design and layout for an existing conditions “Mobility Profile,” designed to be easily understood by different audiences. He has also conducted GIS Analysis and generated elegant maps for Kitsap Transit, the City of Indianapolis, Pierce Transit, and many other municipalities.

Brendan will bring his graphic design talents to the team to create project branding, infographics, maps, and final document design and layout. He will also assist with GIS for the Gap Analysis and support EnviroIssues with education and promotion materials throughout the course of the project.

### **SELECT PROJECT EXPERIENCE**

**Go Victoria: Sustainable Mobility Strategy, City of Victoria, B.C., Canada, 2018–Ongoing.** Brendan serves as deputy project manager and analysis, GIS, and visual communications lead for the development of a mobility strategy for the City of Victoria. He spearheaded an engaging existing conditions “Mobility Profile” document targeted at different audiences, including city staff and the broader community. Analyzed and interprets data for multiple modes and mobility services. Facilitated project check-ins, staff work sessions, and meetings with key stakeholders.

**Indy Moves: Transportation Integration Plan, City of Indianapolis (IN) 2017–Ongoing.** Brendan served as Design and GIS lead. He worked with the City of Indianapolis, the Metropolitan Planning Organization, and other stakeholders, to develop a multimodal Capital Plan that is in line with shared values and goals, as well as complementary planning efforts. Developed a visual language for the project and related initiatives (e.g., Pedal Indy). Produced a graphics-rich document summarizing existing conditions. Created boards and a participatory activity for outreach activities. Conducted GIS analysis to determine project prioritization.

**Kitsap Comprehensive Route Analysis, Kitsap Transit (Bremerton, WA) 2016–Ongoing.** Produced a project base map that allowed for comparisons at different scales in Kitsap County. Conducted a market analysis using GIS and multiple data sources (Census, American Community Survey, commute surveys, business listings).

**Citywide Pedestrian Plan, City of Glendale (Glendale, CA) 2015–Ongoing.** Design lead for the project. Developed a project brand including fonts, templates, and a color palette. Produced two graphics-rich summary documents.

**Kaua’i Short-Range Transit Plan, County of Kaua’i (HI) 2017–Ongoing.** Undertook GIS analysis, writing, and graphic design. Led the effort to develop a new system map and route schedules. Produced outreach boards and a project website. Conducted a scheduling efficiency analysis in order to better allocate vehicles and operators in a cost-constrained scenario.

**OC Transit Vision, Orange County Transportation Authority (Orange, CA) 2016–2018.** Design lead. Created a project logo, color scheme, and icon set. Laid out and produced graphics for summary documents. Developed visually engaging route profiles. Produced outreach materials including boards, presentations, surveys, social media content, and business cards.

**Silicon Valley Network Bike Study, Joint Venture Silicon Valley, (San Mateo County and Santa Clara County, CA) 2016–2017.** Analyzed and reported on bike data. Developed infographics to help convey complex information about the benefits of bicycling. Developed visually engaging charts to describe how different Silicon Valley communities compare in terms of bike infrastructure and mode share.



**Location: Seattle, WA**

## **SUSAN HAYMAN, COMMUNITY ENGAGEMENT LEAD**

Susan is a seasoned and skilled practitioner of public participation and group facilitation, specializing in complex and controversial projects on public and private lands. She designs and delivers authentic, objective-based community outreach and engagement to meet public participation goals, consistent with IAP2 public participation principles and processes. As an IAF Certified™ professional facilitator, Susan successfully convenes and guides the public, stakeholder groups, and interagency teams through collaborative processes and group conflict resolution. As a Bainbridge Island resident, Susan brings familiarity with local priorities and community concerns around transportation.

Susan will lead the development of a community engagement and outreach plan in collaboration with Nelson\Nygaard and other EnviroIssues staff. She will facilitate workshops, online engagement, and stakeholder outreach.

### **SELECT PROJECT EXPERIENCE**

**Bainbridge Reliability and Capacity, Puget Sound Energy, WA, 2018–Ongoing.** As PSE begins a conversation with the Bainbridge community around electric reliability and capacity, serves as the lead neutral facilitator and public involvement specialist. Supports team responsible for conducting neutral stakeholder interviews, and provides community engagement consultation, design, and implementation

**Pavement Opening Restoration Rule Stakeholder Workshops, Seattle Department of Transportation, WA, 2016.** Facilitated a stakeholder workshop process to modernize Seattle’s pavement opening and restoration rules, based on revised municipal code. Facilitated the identification of key stakeholder issues, and worked through conflict resolution processes to identify areas of agreement and resolve sticking points. Attendees represented City and private utilities as well as the development community. Outcomes included general group agreement and resolution of identified issues.

**Capitol Lake/Lower Deschutes Watershed Long-Term Management Environmental Impact Statement Washington State Department of Enterprise Services, WA, 2018–Ongoing.** Provides expertise on public engagement strategies as Washington State prepares a long-term management plan for Capitol Lake in Olympia, Washington. Leads design and facilitation of a Community Sounding Board of 25 area residents who will provide input, feedback, and individual or collective recommendations on various components of the EIS analysis. Incorporates discussion of environmental, aesthetic, and recreational values into the planning process.

**Travel Management Planning: Okanogan-Wenatchee National Forest, U.S. Institute for Environmental Conflict Resolution, Nationwide, 2008–2014.** Provided facilitation and public outreach and engagement expertise to a collaborative process for travel management planning. This process included NEPA-related public engagement and communication planning, plus facilitation services for a Provincial Advisory Committee (PAC). Responsibilities included issue assessment, process design, meeting agenda development, neutral facilitation and documentation, coordination and tracking of issues, comment database development and maintenance, comment analysis, and documentation of the PAC products. Facilitation resulted in the development of principles for travel management.

**Communities in Motion 2040—Scenario Planning Workshops, Community Planning Association of Southwest Idaho (COMPASS), ID, 2011–2012.** Served as the lead facilitator for three transportation and growth planning workshops. The process included formal presentations, keypad polling, and highly technical interactive mapping. Collaborated on meeting design with local planning agency and technical contractors; provided oversight for all logistics, meeting materials, presentations, and media plans.

**Energize Eastside, Puget Sound Energy, WA, 2014–Ongoing.** Provides strategic community engagement consultation and public meeting facilitation for the highly controversial Energize Eastside transmission line project along the east side of Lake Washington. Advises on the approach for specific community engagement activities, including addressing local government’s needs, meeting process design, conflict resolution strategies, and contingency plans for potentially high-conflict public meetings.

# 4. PROJECT UNDERSTANDING AND APPROACH

## PROJECT UNDERSTANDING

Through this project, Bainbridge Island seeks to broaden the community conversation on sustainable transportation investments, establish a vision for the future in which all Islanders see their values reflected and understand how they will benefit, and establish a clear, transparent set of priorities that the community will support, fund, and implement in the coming years. Bainbridge Island faces challenges in embarking on this work: convening an inclusive community conversation to bolster public trust and buy-in on a vision as well as applying creative strategies and tailored solutions to fit the island's unique travel patterns and rural physical conditions. We are prepared to partner with City staff to listen to the community, thoughtfully share our expertise, and collaboratively develop solutions.

### PROVEN ENGAGEMENT STRATEGIES

The Bainbridge Island community expressed a desire for clear and transparent processes that establish a set of investment priorities by rejecting the SAFE levy in November of 2018. To address that need, this Sustainable Transportation Plan will devote the resources and focus to meet the community where they are to have conversations informing and establishing priorities. The Nelson\Nygaard team will bring proven engagement strategies along with our nationally-recognized active transportation and multimodal expertise to convene fruitful discussions.

We understand the need to broaden the conversation beyond the committed few or the vocal minority. An open and accessible process will include a suite of engagement strategies that give Islanders multiple meaningful opportunities to share their needs and priorities. While we believe in the value of face-to-face conversations, we will bring strategies to go beyond the traditional public meeting and advisory committee format to gather the range of needs and perspectives on the island. We will prioritize face-to-face conversations with Islanders where they already are, from the ferry line and terminal to the grocery store, soccer fields, churches, and other established community gatherings. Supplemented by consistent, well-publicized opportunities for online engagement, the broad reach of Bainbridge's sustainable transportation community conversation will establish a base of feedback and data about the strongest sustainable transportation values and desires. This transparent data-driven process will inform the solutions explored and priorities established by this effort.

### UNIQUE SOLUTIONS TAILORED TO THE ISLAND CONTEXT

We understand that Bainbridge's physical geography will require unique solutions tailored to a rural, small town context: the island's narrow roadway network, anchored by SR 305, often lacks comfortable shoulders and space for walking, bicycling, or waiting for the bus; topography, natural features, and existing development limit street connectivity; peaks of travel around the ferry schedule inform the direction of travel; and low-density, rural land use with key neighborhood nodes and destinations creates interesting travel patterns. These unique features will underpin and inform the investments that will deliver the greatest sustainable transportation benefit to the most people.

A comprehensive suite of transportation strategies will be on the table for Islanders to consider. These may range from street design guidance and improvements tailored to constrained rural rights-of-way to alternative transportation service partnerships with Kitsap Transit and new mobility providers for connecting Islanders to the transit network. Through our extensive work with Kitsap Transit, we understand that public transit is a key piece of Bainbridge's sustainable transportation system. Better connecting Islanders to this asset is a key opportunity whether it be strategic improvements to first/last mile walking and bicycling access or new transportation services enabled by emerging mobility technologies. We understand that bicycling and walking are not the most viable and attractive transportation mode for every trip—Islanders need a range of mobility options. We will bring our expertise in street design, transit systems, active transportation networks, and emerging mobility to help the Bainbridge community weigh the pros and cons of all options for investing in a sustainable transportation system for the future.

## A COMPELLING VISION AND CLEAR SET OF PRIORITIES

A comprehensive and highly-visible community conversation on Bainbridge’s sustainable transportation future will culminate in a clear set of measurable goals, objectives, performance measures, and priorities. Each of these components will be a vital piece of Bainbridge’s sustainable transportation vision. The community conversation, supported by our team’s data analysis, will directly inform a set of measurable goals by which Bainbridge can track and report back to the community on progress over time. For example, Bainbridge Island residents and commuters have expressed the willingness to change their travel behavior to use sustainable modes if they felt safer. This type of feedback can be carried through the vision’s goals, performance measures, and strategies to give people what they want: safer, sustainable transportation options. As part of the existing conditions phase, we will report on collision patterns and level of stress for people walking and bicycling along key corridors to inform where investments will result in the greatest safety improvement.

Strategies and investments proposed in the final plan will be linked back and measured against these specific goals and objectives determined by the community. Bainbridge’s high priority and marquee projects will be those that best achieve the community’s stated goals and provide the greatest benefit to the most people. From quick wins and low-cost solutions completing walking and bicycling network gaps to larger investments that get Bainbridge the most value per dollar, the Bainbridge community will clearly understand how their values and priorities are shaping where and how the City invests. This transparent process of establishing investment priorities anchored by stated community values and measurable goals addresses Bainbridge’s challenge to build consensus among stakeholder groups and reinforce trust in public investments. By documenting the community conversations, how we used what we heard, and reporting the resulting goals and strategies, Bainbridge’s sustainable transportation vision will document the rationale for the City’s future direction to support funding and implementing the plan.

City staff, leadership, and the Bainbridge community desire a compelling, final vision that stays relevant and supports near- and long-term investment. A highly visible, easily readable, multimedia format will make this vision and the ultimate product accessible to the community. Our team will help people see themselves in the plan and understand the tangible benefits and outcomes. We understand this important opportunity to build trust and pride in a community-owned vision for the future. The final product, roll-out, promotion, and report-back to the community will inspire and build support among Islanders for this vision. We have included samples of our final products throughout our approach to help illustrate what is possible.

### HOW IT'S ALL CONNECTED



#### HEALTH AND WELLBEING

Health Canada recommends at least 22 minutes a day of moderate aerobic activity such as walking, rolling, or biking to shops, work, or the bus. Accessibility is critical to ensure our community has access to opportunities and social connections.



#### POPULATION GROWTH

Children, millennials, and older adults are all growing segments of Victoria’s population. Victoria needs to provide a mix of mobility options like walking, biking, and transit to ensure we have safe and comfortable travel options for all ages and abilities.



#### LIMITED SPACE

Victoria is a built city, with older, narrow streets in many of our neighbourhoods. We must make the best use of the rights-of-way we have available to move the most people, and sustainable transport helps us do that.



#### FISCAL RESPONSIBILITY

Fiscal responsibility means using data, underpinned by our shared values, to prioritize investments and maintain our mobility systems and infrastructure for future generations.



#### CLIMATE ACTION AND RESILIENCY

Transportation accounts for 40% of greenhouse gas emissions in Victoria. Walking, bicycling, and transit result in less CO2 than driving gasoline-powered vehicles. And having more mobility options results in a more resilient system, which functions in the face of shocks and extreme events.



#### SAFETY

On average, there is at least one traffic collision in Victoria each day. Sustainable transportation modes supported by high-quality, accessible infrastructure provide people with safer ways to travel to and through our city. Victoria embraces the principles of Vision Zero and strives to eliminate traffic deaths from the city.



#### ECONOMIC OPPORTUNITY

Sustainable transportation options have the power to increase access to jobs and make commutes easier. Both are critical to attracting and retaining talent. A recent APTA survey found that three of millennials’ top four reasons for choosing to live in a given place were related to transportation: ease of getting around, proximity to work, and public transit availability.



#### AFFORDABILITY

The cost of owning a car in British Columbia is nearly \$700 per month—almost two-thirds the average cost of rent in Victoria. Infrastructure for walking, biking, and transit helps households thrive with fewer cars, and keeps Victoria affordable.

### Example from GoVictoria Sustainable Mobility Strategy Factbook, 2018

# APPROACH – PLAN VISIONING

## 1.1 COMMUNITY ENGAGEMENT PLAN / PUBLIC OUTREACH

### PROJECT KICKOFF

We will begin by facilitating a kickoff meeting with City staff to discuss goals, expectations, key issues, and communications protocols to ensure a smooth project from start to finish. Specific tasks to be included in this meeting are the following:

- Discuss project goals, impetus, potential obstacles, logistics, and key decision makers
- Finalize the project timeline and scope of work
- Establish roles, communication protocol, and expectations; discuss invoice protocol
- Identify current corridors and issues of interest; discuss available sources of data for existing conditions analysis; begin a discussion of network criteria and remaining data needs
- Identify potential additional key stakeholders to include in engagement strategy
- Discuss the public engagement and outreach format, schedule, and key events; identify social media strategies and existing outlets
- Following this meeting, we will prepare a detailed project schedule, data request memo, and public outreach plan.

At Nelson\Nygaard, we believe in proactive project management. To assure this, we will organize regular calls (bi-weekly) with City staff to discuss project status, critical-path issues, next steps, and timelines. Our project manager (Jennifer Wieland) will be the primary point of contact throughout the process.

### ESTABLISH ADVISORY COMMITTEE/WORKING GROUP

Studies of this magnitude are often guided by a set of technical, community, and stakeholder advisory committees. At the outset, we will work with the City to establish a structure for these committees, and suggest partners who should be included to ensure that the project benefits from strong support, feedback, and stewardship. Some committees may have already been established by the City, such as the Multimodal Transportation Advisory Committee, so our team will seek to deliver feedback on rounding out each group.

This may include representatives from local organizations such as the Bainbridge Mobility Alliance, Squeaky Wheels, and Sustainable Bainbridge. EnviroIssues is intimately familiar with the diverse groups that make up the larger Bainbridge Island communities and can further support candidate recruitment as warranted.

The Nelson\Nygaard team is well-versed in managing advisory committees, with a focus on integrating committees into the project, involving them in the public outreach process, and soliciting feedback about concept alternatives and corridor priorities at each step. Our proposed project manager brings her own perspective to these tasks, having led many advisory committees, both in her time at Nelson\Nygaard and while working for the Seattle Department of Transportation. For the Glendale Pedestrian Plan, Jennifer led monthly meetings of an advisory committee composed of key stakeholders, the general public, and City staff through each step of the plan, securing consensus on a prioritization approach, near-term projects, and new street designs to increase pedestrian safety.

We will work with the City at the outset of the project to finalize the committee structure and appropriate staffing within the project team. Committee meetings will be designed to solicit information that responds to core questions and to allow open-ended conversation. It is very important that we gain a thorough understanding of community desires and concerns.



**Our project manager Jennifer regularly leads meetings for advisory committees through each step of the planning process.**

## DEVELOP ENGAGEMENT PLAN

We propose a multi-faceted process that uses a breadth of techniques, including traditional outreach methods that involve spending time onsite and arranging as many opportunities as possible to talk with and listen to people, as well as web-based and social media strategies to encourage people to tell us what they think and value.

The engagement plan will be phased in accordance with the tasks, and will use a framework that differentiates between gathering input, distributing information, and soliciting involvement. It will start with an assessment of the project impact that will guide the proposed engagement investments; list the stages/levels in the planning process from start to finish; list the public participation goals at each of the two phases of the planning process, from asking about community values to inviting people to attend events; and describe and tools that will be used to help people inform the process.

Our community outreach plan will engage people in a variety of ways. We will work with City staff to bring the project to people who might otherwise be unaware or unavailable to attend formal meetings. We will implement an engagement plan that uses various media to reach many people. We will budget hours in this task to develop, execute, and revise the engagement plan as needed.

## 1.2 DEVELOP GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

We anticipate working closely with City staff, technical committees, and the working groups to develop goals that are bold and attainable, based on findings, community desires, and political support. Designs for transportation solutions should be tailored to the community context and preferences. The goals should also align with those laid out in other related planning documents, such as the Comprehensive Plan and the Island-wide Transportation Plan's nonmotorized system recommendations. We will extract key goals and recommendations from these plans to ensure that their principles are carried forward throughout the planning process and applied to this sustainable transportation planning effort.

## SUSTAINABLE TRANSPORTATION REVIEW

This task will also include a best practices review and documentation of nationwide sustainable transportation policies and performance measures related to the implementation of active transportation projects. Our robust resource library and key team members' past project experience will allow us to provide the City with the most relevant and meaningful objectives and goals from other municipalities in the U.S. Through this effort, we will identify critical performance measures that will influence sustainable transportation planning on Bainbridge Island and provide a framework to guide the development of bicycle and pedestrian facility decision toolboxes in Task 2.2.

## DEVELOP GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

We typically categorize goals and performance measures into themes associated with social, economic, and environmental priorities. This practice is useful in communicating the vision to members of the community, and corresponds well with the triple bottom line of sustainability. Categorization of goals along with the use of data can be a powerful tool to manage the Island's mobility network, help to change behavior, set benchmarks, and communicate needs and successes.

**VISION** OC TransitVISION

Provide compelling and competitive transit service that expands transportation choices for current riders, attracts new riders, and equitably supports immediate and long-term mobility in Orange County

**GOALS**

- Enhance**  
Make it more desirable to take transit.
- Connect**  
Connect Orange County's people and places with effective transit.
- Simplify**  
Make transit easier to use and more convenient.
- Sustain**  
Create a system that is resilient over the long term.
- Collaborate**  
Make Orange County a more attractive place to live, work, and visit by providing transit service that supports community priorities.

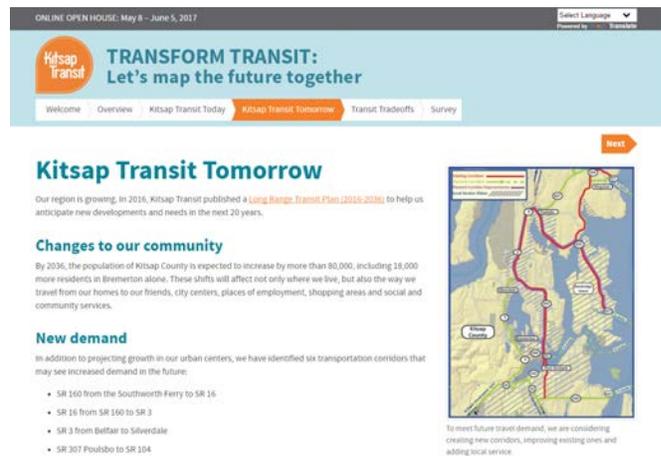
**Our team is skilled at working with community stakeholders to help them articulate clear goals when it comes to their transportation choices. This graphic lists the goals that framed the planning process for the Orange County Transit Vision project.**

In conjunction with community feedback and findings in Task 1.3, the vision and goals will serve as a foundation for the development of the Sustainable Transportation Plan. We see the development of the goals, objectives, and performance measures as being a feedback loop acting concurrently with the education and promotion effort. Community values expressed during the engagement phase will help guide the team into creating measurable goals that will eventually determine the alternatives, recommendations, and priorities in Phase 2.

### 1.3 EDUCATION AND PROMOTION

A sustainable community requires a holistic approach to active transportation. The focus of the education and promotion program is to identify steps that look beyond the presentation of proposed infrastructure projects. We will leverage partnerships developed in the formation of the committee and working groups to share, educate, and promote early on to bolster interest in the first phase of the plan. Nelson\Nygaard will develop presentation materials of the goals, objectives, and performance measures developed in Task 1.2 for use in promoting the kickoff of the plan for the purpose of both informing as well as gaining feedback on current progress.

We have used many media formats to present and share sustainable mobility goals, objectives, and performance measures with the community. As the first public facing events will occur during this phase, reaching a broad audience will be key in building excitement for residents to kick off Bainbridge Island’s efforts in developing a Sustainable Transportation Plan. We will employ innovative means, like the online open house we launched with EnviroIssues for Kitsap Transit.



In 2017 Kitsap Transit conducted Phase 2 Outreach for the Comprehensive Route Analysis led by Nelson\Nygaard. A key objective in this task was to share information on specific proposed route changes and potential expanded service scenarios and to gather useful feedback from the community. EnviroIssues deployed an online open house to share proposed improvements. Key stats included:

- 2,484 unique visitors
- 3,307 sessions
- 46.4% of sessions were accessed through a desktop or laptop computer
- 45.3% used a mobile device, and 8.5% used a tablet
  - » Average session duration was 5 minutes and 48 seconds (industry average is 3 minutes and 43 seconds)
- 39% of visitors were “engaged readers” who spent time on at least three pages of the online open house (industry average is 27%)
- 35.7% of the time, visitors viewed the homepage and then immediately left the online open house (industry average bounce rate is 50%)

**Holding ‘pop-up’ style events where Islanders frequent is an easy way to engage a large group of the community at one time. The photo on the left shows a pop-up event at the University of Hawaii for Honolulu’s Complete Streets Program. By meeting people where they are, we increase both the number of participants and awareness among people who don’t usually participate.**

Holding ‘pop-up’ style events where Islanders frequent is an easy way to engage a large group of the community at one time: the Island Farmers Market, library, breweries, soccer fields, and the Ferry Terminal are all viable options. To maximize effectiveness, the team will develop supporting materials for education and promotion that can be passed off to community organizations easily in order to allow those groups and stakeholders to deploy themselves. This ‘outreach-in-a-box’ will convey, in an easily digested manner, how outreach and engagement on community values translated into the strategy’s goals, objectives, and performance measures.

After analysis of the preliminary scope of work by the consultant team, we propose two main rounds of public outreach efforts. The first round will take place during the development of the Goals, Objectives, and Performance Measures to solicit feedback regarding sustainable transportation needs and community values. This will also include follow-up presentations to inform residents once those goals and measures are established. A second round of stakeholder meetings will take place after the Final Plan is developed and priorities set (Task 2.3). Both rounds of public meetings will be promoted via social media posts, website updates, and email distribution. We will also develop meeting flyers customized for each community that double as fact sheets.

Electronic graphics and meeting flyers are intended to reach a variety of audiences and can be disseminated online, with utility bills, and at public facilities such as libraries and recreation centers. Working with advocacy groups from the Advisory Committee and Working Group will be key in spreading the word of larger-scale outreach events.

We will also keep channels open with other nationally recognized sustainable transportation leaders, such as Dan Burden with Blue Zones, who we can reach out to if needed. Nelson\Nygaard’s broad reach has allowed us the benefit of having many industry leaders in sustainable and active transportation in-house: our team’s principal-in-charge, Drusilla van Hengel, is a certified NACTO trainer, adjunct professor at Portland State University, and has over 25 years of experience engaging communities in the synthesis of sustainable transportation design and healthy, happy, and equitable communities.

A broad yet thorough initial education and promotion program up front will steer the project as the City and consultant team shift from goals and objectives setting into more fine-grained analyses of the non-motorized transportation system on the Island. We want residents to be engaged early on to show that we are listening before developing detailed recommendations, and that they can be confident that they will see their voice reflected in the Final Plan.

**MAUI'S MOBILITY VALUES**



**What are your transportation priorities?**

1. Choose 3 things that are most important to you when it comes to getting around Maui.



2. Select three triangles according to your answers.

3. Glue your triangles on the Mobility Values mural.

Want to learn more? Visit the Hele Mai Maui project website: [www.mauihpa.org/hele-mai-maui-2040](http://www.mauihpa.org/hele-mai-maui-2040)





**“What are your transportation priorities?”**

Nelson\Nygaard focuses on quick, easy, fun interactions to understand mobility needs and priorities. Our work in Victoria, Maui, and Glendale showcases this approach. We created a community mural based on people’s answers and used that community-generated artwork as a theme throughout plan development. This creative approach helps us understand the community’s shared vision and goals.

# APPROACH - PLAN DEVELOPMENT

## 2.1 REVIEW OF EXISTING CONDITIONS AND RELATED STUDIES

The Nelson\Nygaard team will develop a comprehensive understanding of the needs and opportunities in the current and future mobility system on Bainbridge Island across modes, demographics, and geographies. The findings in the review of existing conditions and related studies will set the stage for the remainder of the project and will be summarized in a graphic, reader-friendly Existing Conditions Fact Book.

### EXISTING AND FUTURE PLANS REVIEW

This process will begin immediately following the kickoff meeting, when we will conduct a thorough review of relevant transportation and land use plans and studies. We will go beyond simply familiarizing ourselves with proposed plans for active transportation by diving in deeper to understand the “why” behind the recommendations in these documents. Elements in these plans related to walking, biking, trail networks, and transit infrastructure will be our key focus, and by understanding the “why” we will better know “how” to make these recommendations a reality.

We will confirm a list of existing documents to review during the kickoff meeting, but anticipate that it will include the following:

- Olympic Drive Non-Motorized Improvements Project (2014 and under construction in 2019)
- Island Wide Transportation Plan (2016)
- Bainbridge Island Comprehensive Plan (2017)
- Kitsap Transit Comprehensive Route Analysis (2019)
- SR 305 Safety Improvements Project (ongoing)

### DOCUMENT EXISTING CONDITIONS

Our goal will be to become experts in understanding the physical conditions of the existing facilities, which is essential to the planning process. However, we do know that an existing conditions inventory can be a costly budget item—especially the field work. To streamline the process and stay cost-effective, the data collection should be conducted early. This allows the project team to identify where there are gaps in knowledge or missing data. Once these areas have been identified, a targeted strategy can be developed to collect the requisite information.

The Nelson\Nygaard team will be able to parlay its recent work leading Kitsap Transit’s Comprehensive Route Analysis by mining that project’s work for useful data applicable to the Island’s Sustainable Transportation Plan. Much of the remaining data collection outlined in the RFQ can be conducted in GIS with minimal staff time, depending on the data that is available at the Island, county, and state levels, as well as the U.S. Census. The team will also reserve appropriate budget to conduct any multimodal traffic or customized counts at key locations where data may not be readily available.

### CONDUCT GAP ANALYSIS

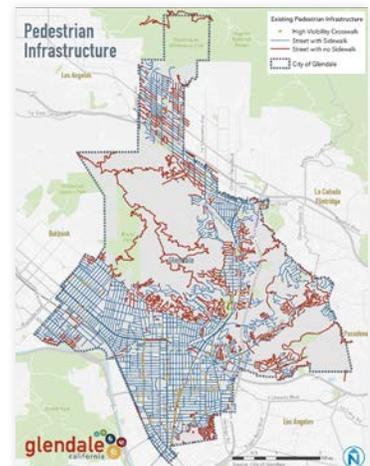
In addition to documentation of the existing conditions, we propose a gap analysis of the pedestrian, bicycle, trail, and transit access network to set up subsequent alternatives and recommendations tasks. The gap analyses will use customized methods that both qualitatively and quantitatively measure the quality of service from a user-specific vantage point. The goal of the multimodal gap analysis will be to determine the level or quality of service of key routes, and flag barriers that are keeping residents and visitors from using sustainable transportation modes. We want to understand current sustainable transportation behaviors, adequacy of existing facilities, and level-of-service-type analyses to obtain a sense of where people would walk, bike, or take transit more if barriers were removed.

## What walking infrastructure does Glendale have?

Crosswalks and sidewalks are key elements of pedestrian infrastructure. The map to the right shows where Glendale currently has sidewalks and high-visibility crosswalks, as well as where there are gaps in infrastructure.

**68%**  
Of all street segments in Glendale, 68% have sidewalks. This is higher for arterial streets (93%) and collector streets (93%), but lower for local streets (61%).

**80**  
Of all intersections within Glendale, 80 have high visibility crosswalks. Most of these are located along busy roadways including Glendale Avenue, Brand Boulevard, and Pacific Avenue.



This map depicts gaps in pedestrian infrastructure from the Glendale Pedestrian Plan. It exemplifies our talented visual communications team’s capabilities at creating beautiful maps to support a gap analysis.

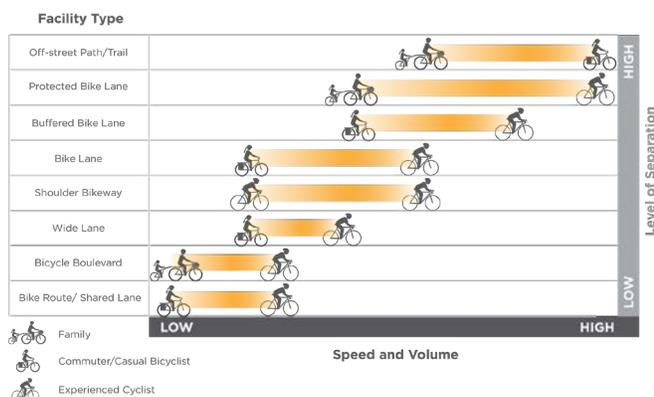
## 2.2 DEVELOP ALTERNATIVES AND OTHER RECOMMENDATIONS

As a precursor to developing specific alternatives and recommendations, we want to meet with appropriate staff to ask what the accepted pedestrian and bicycle facilities Bainbridge Island would be comfortable implementing today. Once this is determined, we would recommend doing a cross-check to ask the project team how that aligns (or does not align) with what people find comfortable and whether or not they are in line with the visions, objectives, and goals determined in Phase 1.

### FACILITY DESIGN MATRICES

The thorough and comprehensive data analyzed in Task 2.1 will give our team enough information to determine where inadequacies in the multimodal transportation network lie. Through this data, we will develop both a bicycle facility and pedestrian crossing decision matrix that will guide project-specific recommendations. This task will include a decision matrix for choosing from among a variety of innovative bikeway treatments based on expected users, traffic volumes, and speeds. These matrices will guide future development of typical cross sections, roadway modifications, and design guidance will be provided for a variety of roadway types suitable for the Island’s mix of suburban, rural, and urban environments.

The decision matrices will be tested and adjusted to ensure that the vision, objectives, and performance measures created with stakeholders and the City in Phase 1 are being met. Once the decision toolkits are finalized, our team will plan on holding a training seminar with appropriate staff to show new methods of selecting bikeways and pedestrian crossing treatments for a variety of bicycle rider types and intersection controls, respectively.



### MULTIMODAL STANDARDS UPDATES

Whenever a street is touched, contractors or City staff typically consult standard plans, a roadway design manual, or other such reference documents. Based upon development of the bikeway and pedestrian crossing decision tools developed, we will collate a list of topic areas for standards updates. For example, in our Spokane Street Design Standards we integrated new standards on design speed, block size, and street typologies. We also provide tables with guidance on sidewalk widths, buffer widths, and bicycle facility design by street type. We propose taking a similar approach in this task. Text, tables, and schematics would be provided to integrate into Bainbridge Island standards. Design details would be provided for the City to use in updating its standard drawings if desired.

The standards and facilities detailed in the standards would then be used in project-specific recommendations in the Sustainable Transportation Plan. From a functional perspective, the updates to the pedestrian and bicycle facilities design standards within Bainbridge Island’s adopted standards will illustrate the components of a multimodal complete street that are to be in roadways constructed or approved by the City. It is important that street types, classified by their operational characteristics and land use character, are used to determine the appropriate pedestrian and bicycle facilities on each. Potentially even more importantly, these design standards will be developed with the goal to give City staff an easily workable selection criteria to use in decision making for future projects beyond the lifespan of the Sustainable Transportation Plan.

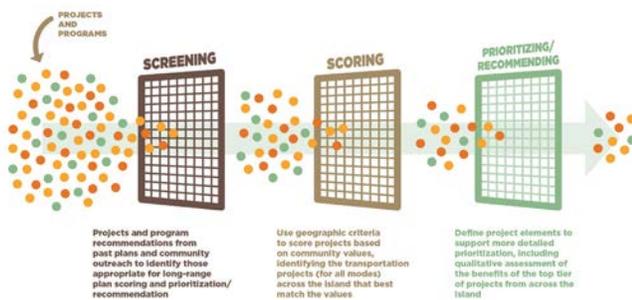
### MODAL CONNECTIVITY

We understand that transit riders are just as important to sustainable and active transportation as someone who commutes solely by bike. As the prime consultant of the Kitsap Transit Comprehensive Route Analysis, we will be in a great position to develop recommendations that will enhance first and last mile connectivity on the Island.

From driving and parking to walking, bicycling, and taking transit, we know that the fabric of modes are intertwined. At Nelson\Nygaard, we cast a wide net in our expertise beyond that of active transportation. We will reach deep into our sector’s expertise to determine innovative solutions in active transportation that are contextually fitting for a community like Bainbridge Island. All of our sectors’ goals tie into the broad reaching motive to promote mobility, sustainability, and accessibility for all.

## 2.3 PROPOSED PRIORITIES

Cities have limited budgets. Therefore, it can be challenging to identify priorities for mobility projects, particularly across different modes and categories of transportation assets. By creating a tool that evaluates them according to pre-established criteria grounded in the vision and goals, the prioritization process becomes more consistent, with higher priority projects rising to the top. Prioritization tools and their associated policy frameworks must provide leeway to implement projects that take advantage of unforeseen opportunities or changing circumstances.



## DEVELOP PROJECT PRIORITIZATION

Using the analyses in Tasks 2.1 and 2.2, as well as the goals, objectives, and performance measures established in Task 1.2, our team will develop a prioritization tool for transit, bicycle, pedestrian, and trail projects that can function across modes. We will first develop criteria in collaboration with City staff, and then create a model for prioritizing projects based on those evaluation metrics.

In the past, our active transportation prioritization models have included both qualitative and quantitative components. However, quantitative-only models are possible depending on available data. This allows for a much faster evaluation and prioritization process, but may miss some of the nuance that mixed approaches provide. In addition, it is worth pointing out that most prioritization models ultimately serve as a preliminary filter or ranking mechanism, whereby high-scoring projects are further evaluated using more detailed methods.

We plan on providing City staff with the tool itself, which will include a step-by-step guide to conducting the prioritization. It may also include script(s) or ArcGIS model(s) depending on the level of complexity and interest from City staff.

## PROJECT CONCEPTUALIZATION

Our engineering team are experts in developing innovative solutions for key projects with outside of the box thinking and well-thought design standards in hand. Our team plans on putting pencil to paper and developing concept plan view renderings of a marquee project that will act as a ‘case study’ showing the result of implementing the decision matrices and design standards developed in Task 2.2. The benefits of mocking up a high-profile project are twofold: First, it goes beyond a color-coded map to show residents a simulated representation of what is possible with implementation of a Sustainable Transportation Plan, and second, it sets the stage for either local funding or the foundation for regional and state grant applications. We will support the City by identifying candidate funding sources that apply to the marquee project and others in the priority list by using our keen eye for good matches and low hanging fruit.



**In Indianapolis, Grand Rapids, and other regions, we used data in a customized project evaluation framework tied to the community’s vision and goals.**



As part of the University of Hawaii at Mānoa Circulation and Accessibility Plan, Nelson\Nygaard developed plan view renderings for a series of catalytic projects that represented an ambitious vision to transform the Mānoa campus into a network of lively multimodal corridors.

## 2.4 EDUCATION AND PROMOTION

At the culmination of the Sustainable Transportation Plan, EnviroIssues with the support of Nelson\Nygaard will begin a campaign to educate and promote the Final Plan as well as recommend programs to address encouragement, education, enforcement, and evaluation to support sustainable transportation on Bainbridge Island.

People enjoy bicycling and walking when it feels safe and is conveniently accessible to their destinations. They also will walk and bicycle if given the right incentives. Encouragement programs incentivize people to use active transportation more by providing information, education, and fun activities. Schools, employers, and businesses are important partners in promoting these programs. We will develop a set of strategies based on our knowledge of industry best practices to encourage bicycling to achieve measurable change.

This task will also address the role of education in traffic safety. Effective marketing strategies are applied in cities across the country to impact actual and perceived safety and comfort, based on locally specific behaviors and collision patterns. Citywide safety campaign messages will be recommended for potential use in paid or free advertisement venues. We will develop recommended traffic safety messages based on collision history collected in Task 2.1. Based on best practices, City input, and community engagement findings, we will develop a set of recommended refinements or additions to current Education, Encouragement, Enforcement, and Evaluation activities. Program recommendations may include, but are not limited to, the strategies listed to the right.



### EDUCATION

- Safe Route to School efforts
- Bicycle wayfinding system (including distance and destination information)
- Rules of the Road demonstrations
- Pop-up Demonstration Projects
- Message campaigns



### ENCOURAGEMENT

- Bike-to-work buddy programs
- Open Streets events
- Bike-to-work day events



### ENFORCEMENT

- Bike, pedestrian, or trail ambassadors—traffic safety diversion program
- Targeted enforcement



### BICYCLE TOURISM

- Downtown, transit, trail, and landmark wayfinding



### EVALUATION

- Annual bicycle and pedestrian count program

# PROJECT ORGANIZATION



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