

JULY 25, 2019

City and School District of La Crosse **UPDATE TO THE SAFE ROUTES TO SCHOOL PLAN**



July 24, 2019

Jack Zabrowski, Associate Planner
City of La Crosse Planning and Development Department
400 La Crosse Street
La Crosse, WI 54601
Submitted Electronically: zabrowskij@cityoflacrosse.org

RE: City and School District of La Crosse Update to the Safe Routes to School Plan

Dear Mr. Zabrowski and Members of the Selection Committee:

Toole Design Group is pleased to submit this proposal to provide an update to the La Crosse Safe Routes to School (SRTS) Plan. We have reviewed your request for proposals (RFP) and crafted an approach to ensure that this plan provides for and encourages safe non-motorized travel to and from schools in La Crosse.

Founded in 2003, Toole Design is the nation's leading planning, engineering and urban design firm with a passion for active transportation. At our 17 offices across the United States and Canada, 90% of our staff walk, bicycle or take public transit to work. Our staff is composed of experts who create livable communities where walking and bicycling are safe, comfortable and convenient modes of travel. Toole Design has extensive SRTS experience at both the local and national levels. Our experience has been honed through our work on SRTS infrastructure plans and programs for over 500 schools, including dozens of schools in Wisconsin. Our wealth of experience with SRTS projects, along with our local expertise in Wisconsin, will allow us to complete this project within the short time frame specified in the RFP. We have a history of producing creative and implementable solutions to meet our clients' needs.

We have selected an experienced team to produce this plan. **Kevin Luecke** will provide project oversight as Principal-in-Charge. Kevin has direct experience working in La Crosse and has provided oversight on numerous SRTS projects, including the recently completed Green Bay Safe Walk and Bike Plan. **Sonia Haeckel** will serve as Project Manager in our Madison office. Sonia is the former SRTS Coordinator for the Madison, WI, school district and has successfully managed SRTS projects in Milwaukee and Fort Atkinson and contributed to many other SRTS plans and projects.

We are confident in our ability to commit our staff and resources for the duration of this project and we encourage the selection committee to contact our current and former clients to inquire about the quality of our work. If you have any questions about this proposal, please do not hesitate to contact our Project Manager, Sonia Haeckel, directly. She can be reached at 608.663.8082 x406 or shaeckel@tooledesign.com. Thank you for considering our team.

Sincerely,



Jennifer Toole, AICP, ASLA
President, Toole Design

TABLE OF CONTENTS

Cover Letter

1:	BUSINESS ORGANIZATION	
	Contact Information	1
	Firm Profile	1
	Project Team Resumes	2
	References	8
2:	STATEMENT OF STUDY	
	Project Understanding	9
	Past Experience	10
	Project Work Plan	14
	Interview Availability	18
3:	TIME SCHEDULE	
	Project Schedule	19
4:	COST STUDY	
	Fee Proposal	20



BUSINESS ORGANIZATION

BUSINESS ORGANIZATION

CONTACT INFORMATION

Toole Design Group, LLC
122 W. Washington Street, Suite 550
Madison, WI 53703
Project Manager: Sonia Haeckel
shaeckel@tooledesign.com
608.663.8082 x406

Toole Design is licensed to operate in Wisconsin.

Toole Design is the nation's leading planning, engineering, and landscape architecture firm specializing in bicycle and pedestrian transportation. As a firm, our mission is to create livable communities where walking and bicycling are safe, convenient, and enjoyable for everyone. We focus on developing cost-effective and implementable solutions that move people efficiently while also improving health, quality of life, and economic vitality.

Toole Design has been involved in SRTS since our founding in 2003 and assisted in establishing the National Center for

SRTS. We have managed statewide SRTS programs for 10 different state departments of transportation (DOT), and have developed SRTS infrastructure plans and programs for more than 500 schools across the U.S. Our experience includes plans for single schools, multiple schools, and entire school districts, as well as urban, suburban, and rural communities. We have a reputation for our ability to quickly and carefully evaluate the most critical issues each school faces, engaging stakeholders to develop feasible solutions that have an immediate and positive impact on the safety and comfort of people walking and biking. Many of our staff (including our proposed project manager) have previously worked as local or state SRTS coordinators, giving our team an unrivaled degree of first-hand experience and passion for this topic.

In addition to our experience with SRTS projects, we have authored much of the leading national design guidance related to safe, active transportation, including the American Association of Highway Professionals (AASHTO) *Guide to the Development of Bicycle Facilities*, as well as the recent publication of the Federal Highway Administration (FHWA), *Achieving Multimodal Networks: Applying Design Flexibility and Reducing Conflicts*.



Our Madison office staff displayed Wisconsin pride (and some unique bicycles) during Wisconsin's Bike to Week.



KEVIN LUECKE

PRINCIPAL-IN-CHARGE

PROFESSIONAL HIGHLIGHTS

Years of Experience: 10

Toole Design: 2012-Present

Bicycle Federation of Wisconsin: 2009-2012

EDUCATION / CERTIFICATION

Master of Public Administration, and Master of Science, Urban and Regional Planning, Certificate in Transportation Management and Policy, University of Wisconsin: 2009

Bachelor of Arts, History and Political Science, Northwestern University: 1998

APPOINTMENTS / AFFILIATIONS

Association of Bicycle and Pedestrian Professionals

AWARDS

Planning Excellence Award (Wisconsin Chapter of the American Planning Association) for the Winnebago County Bicycle and Pedestrian Plan: 2017

Planning Excellence Award (Wisconsin Chapter of the American Planning Association) for the Dane County Bicycle Wayfinding Manual: 2017

Kevin is Toole Design's Madison Office Director. He is a multimodal transportation planner with a broad background in active transportation planning and policy. Kevin has worked with communities large and small, as well as state departments of transportation and federal agencies, to improve bicycling and walking plans and policies. Kevin is adept at facilitating community engagement and developing solutions that are tailored to and appropriate for each community or region he works with. At Toole Design, Kevin has managed projects that have recommended hundreds of miles of bicycle and pedestrian facilities, researched pedestrian and bicycle issues for the Federal Highway Administration, and conducted numerous public outreach events to engage citizens in various planning activities.

SELECTED PROJECT EXPERIENCE

Milwaukee Safe Routes to School, Milwaukee, WI

As Senior Planner, Kevin is providing QAQC for planning documents developed for this project. The Milwaukee Safe Routes to School (SRTS) Plan will provide a citywide SRTS framework, as well as school-specific SRTS plans for approximately two dozen schools throughout Milwaukee. Kevin is reviewing SRTS recommendations for each school, including infrastructure and programmatic recommendations.

Portage County Bicycle and Pedestrian Plan, Portage County, WI

Kevin served as Assistant Project Manager for the Portage County Bicycle and Pedestrian Plan. The Plan includes a bicycle and pedestrian plan for the Urban Areas of the County, a bicycle and pedestrian Plan for the Rural Areas of the County, and a SRTS Plan for all schools in the County. Kevin evaluated existing conditions throughout the County and made recommendations for all three plan components based on these evaluations. Kevin also developed GIS-based maps for the project, authored large portions of the final plan, and performed final production of the plan documents.

La Crosse Highway 53 Corridor Plan, La Crosse, WI

The La Crosse Highway 53 Corridor Plan assessed existing conditions and made recommendations for transportation and redevelopment along a broad corridor along Highway 53 in north La Crosse. The Plan addresses multimodal connectivity, economic development, land use, redevelopment opportunities, and other areas. As Toole Design's Project Manager, Kevin assessed the existing transportation network in the corridor for all travel modes, and provided recommendations for improving traffic operations, transit, bicycling, and walking in the corridor.

OTHER RELEVANT EXPERIENCE

La Crosse South Avenue Corridor Study, La Crosse, WI

Wisconsin Department of Transportation Bicycle and Pedestrian Consulting

Wauwatosa Bicycle and Pedestrian Facilities Plan, Wauwatosa, WI

Madison in Motion: Sustainable Transportation Master Plan, Madison, WI



SONIA DUBIELZIG HAECKEL

PROJECT MANAGER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 14

Toole Design: 2015-present

Madison Metropolitan School District: 2012-2015

Waukesha Bicycle Alliance: 2010-2012

Southeastern Wisconsin Regional Planning Commission: 2005-2012

EDUCATION / CERTIFICATION

Master's Program, Urban and Regional Planning, University of Wisconsin: 2005

Bachelor of Arts, Political Science, Haverford College: 2000

APPOINTMENTS AND AFFILIATIONS

Association of Bicycle and Pedestrian Professionals

AWARDS

Planning Excellence Award (Wisconsin Chapter of the American Planning Association) for the Dane County Bicycle Wayfinding Manual: 2017

Sonia is a planner with extensive transportation planning experience in Wisconsin. Having previously served as the Safe Routes to School (SRTS) Coordinator for the Madison Metropolitan School District, she is one of Toole Design's SRTS experts. She is currently Project Manager for the City of Milwaukee SRTS Plan and was previously Project Manager for the City of Fort Atkinson SRTS Plan. In addition to her work in Wisconsin, she has worked on SRTS projects in California, Florida, Massachusetts, Minnesota, Texas, and for the National SRTS Clearinghouse.

SELECTED PROJECT EXPERIENCE

Milwaukee Safe Routes to School, Milwaukee, WI

Sonia is the Project Manager for the City of Milwaukee's SRTS planning process. Toole Design is preparing a citywide SRTS plan that will provide policy, funding, staffing recommendations for the entire city, and site-specific SRTS plans for 27 schools. She is working on outreach strategies to engage schools and parents in high-crime areas, leading school traffic safety audits, and making recommendations to improve safety around schools and encourage active transportation to and from school.

Fort Atkinson Safe Routes to School Plan, Fort Atkinson, WI

Sonia was the Project Manager for this small-city Safe Routes to School (SRTS) plan. Toole Design produced a city-level plan with prioritized recommendations for city and school district infrastructure projects, as well as changes to processes, policies, and programming. The plan also included eight school-level traffic safety plans with specific engineering, education, encouragement, and enforcement strategies for each school. Sonia led the school safety audits and observations at all eight schools, attended four steering committee meetings, and developed the draft and final recommendations for the report.

Minnesota Department of Transportation (MnDOT) Safe Routes to School Resource Center and Technical Assistance

Sonia provided technical assistance to the MnDOT SRTS during the development of a "best practices" guide and standards for the state SRTS program. She conducted a survey of all communities and schools in Minnesota that have developed SRTS plans and helped streamline the resource center website by identifying the key resources that local SRTS programs need.

OTHER RELEVANT EXPERIENCE

Safe Routes to School Clearinghouse

Florida Department of Transportation (FDOT) Safe Routes to School Strategic Plan
MnDOT Safe Routes to School Crossing Guard Safety Patrol Training



CHRIS BOWER, P.E.

SENIOR ENGINEER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 11

Toole Design: 2016-Present

Minnesota Department of Transportation: 2008-2016

EDUCATION / CERTIFICATION

Bachelor of Science, Civil Engineering, Minnesota State University: 2010

Professional Engineer: MN

APPOINTMENTS / AFFILIATIONS

MnDOT Above and Beyond (x2)

Chris has an extensive background in transportation engineering that includes working for the MnDOT's Mankato and Metro District offices before joining Toole Design. He has a broad background in project management, street design, pavement design, traffic engineering, environmental documentation, and construction oversight. Chris has worked with local stakeholders to find ways to incorporate SRTS improvements into planned highway improvement projects. Chris will draw on his experience managing SRTS projects to aid the team in developing practical and actionable SRTS infrastructure improvement recommendations.

SELECTED PROJECT EXPERIENCE

Thomas Jefferson Site Selection and Multimodal Analysis, Arlington, VA

Chris developed the 60% design of a mini-roundabout at this intersection in Arlington, VA. Adjacent to a middle school, this mini-roundabout is an important pedestrian crossing. Chris worked to balance motor vehicle and pedestrian needs to find ways to cost-effectively retrofit the intersection to accommodate a mini-roundabout within the existing right of way.

AASHTO Guide for the Development of Bicycle Facilities

Chris wrote the Maintenance and Operations Chapter for the forthcoming 2019 *AASHTO Guide for the Development of Bicycle Facilities*. This chapter covers typical bikeway maintenance operations and best practices, as well as discussing how to design bikeways for ease of future maintenance.

Brookings Bicycle Master Plan, Brookings, SD

Chris assisted with the development of the Brookings Bicycle Master Plan. The master plan included prioritized network recommendations, bicycle facility design guidance, policy and program recommendations, and implementation and funding strategies. Chris's role on the project was to develop planning level cost estimates for all future projects and provide engineering implementation recommendations.

Winona Pedestrian and Bike Master Plan and Complete Streets Policy, Winona, MN

Chris developed several intersection concepts for inclusion in the Plan to improve pedestrian and bicycle accommodations. Chris developed the concepts in response to location-specific concerns, such as maintaining turn lanes at critical intersections or preserving on-street parking. At one intersection with heavy volumes of turning trucks, Chris developed a concept that included mountable truck aprons to facilitate heavy vehicle movements while still preserving pedestrian space within the existing right-of-way. Chris also prepared cost estimates for all of the pedestrian and bicycle improvements recommended in the plan.

OTHER RELEVANT EXPERIENCE

Vermillion Bicycle Master Plan, Vermillion, SD

Milwaukee Bike Boulevards, Milwaukee, WI

Fargo-Moorhead Metro Bikeway Gap Analysis, Fargo, SD



BRIAN TANG, EIT

ENGINEER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 5

Toole Design: 2016–Present

CDM Smith: 2014–2016

New Haven Transportation,
Traffic & Parking Department:
Summer 2009

EDUCATION / CERTIFICATION

Bachelor of Science,
Environmental Engineering,
University of Connecticut: 2016

Bachelor of Arts, Environmental
Studies, Yale University: 2012

Engineer in Training: CT

Brian is an engineer with a broad range of experience across all stages of design and in a variety of contexts. He has participated in detailed design work for signing and marking plans, new roadway construction, full reconstruction, and various retrofits. Brian has helped design sidewalks, curb ramps, roundabouts, curb extensions, separated bike lanes, bicycle boulevards, on-street bicycle facilities, and other Complete Streets elements. Brian's workload routinely spans many software platforms, including AutoCAD, Civil 3D, Microstation, Sketchup, ArcGIS, QGIS, and Adobe Creative Suite. His versatile skillset helps him to fill myriad project roles spanning all aspects of multimodal planning and design.

SELECTED PROJECT EXPERIENCE

City of Northfield Bicycle, Pedestrian, SRTS, and Trail System Plan Update, Northfield, MN

Brian is serving as an engineer assisting with SRTS network planning and public involvement. Brian has assisted with field walks and Safe Routes planning and scoping for Northfield High School and another nearby school. By bringing a deep understanding of pedestrian and bicycle infrastructure design and construction, Brian helped make the most of the field walks by being able to quickly and efficiently note, understand, and communicate field conditions that would affect constructability and should inform facility selection or network planning. Brian also assisted with public involvement for the broader trail system plan update.

Rhode Island Safe Routes to School Implementation, Providence, RI

Brian served as an engineer helping to develop 30% plans for new sidewalks connecting to an elementary school along two narrow residential streets in East Providence, RI. Brian used AutoCAD Civil3D to model the sidewalk corridors, set up preliminary grading plans, refine driveway and curb ramp layouts to ensure ADA compliance, and determine grading needs to match into adjoining properties.

Woodward Avenue Bicycling and Walking Safety Audit, Ferndale and Pleasant Ridge, MI

Brian is serving as an engineer preparing concept designs for a road diet, separated bike lanes, protected intersections, sidewalk improvements, and street realignments along Woodward Avenue in Ferndale and Pleasant Ridge, MI. Woodward Avenue has four through lanes in each direction in addition to turn lanes and parking lanes separated by a wide planted median. It is simultaneously a regional thoroughfare and the commercial main street for these two communities just outside Detroit. Brian reviewed crash reports for all available records involving people walking or biking on Woodward Avenue. With the rest of the project team, Brian traveled to Ferndale and Pleasant Ridge to meet with project stakeholders, collaboratively draw concept sketches, and conduct a walk audit. Based on this work, Brian prepared detailed color concept plan illustrations and typical sections using AutoCAD and Toole Design's graphic library.



JENNIFER HEFFERAN, PLA

SENIOR LANDSCAPE ARCHITECT

PROFESSIONAL HIGHLIGHTS

Years of Experience: 19

Toole Design: 2015-Present,
2004-2007

District Department of
Transportation: 2008-2015

Lardner/Klein Landscape
Architects, P.C.: 2002-2004

City of Seattle Department of
Transportation, Pedestrian and
Bicycle Program: 2001-2002

Washtenaw Engineering: 2000

EDUCATION / CERTIFICATION

Master of Landscape
Architecture and Certificate
of Urban Design, University of
Washington: 2002

Bachelor of Science, Natural
Resources and Environment,
University of Michigan: 2000

Professional Landscape
Architect: VA

APPOINTMENTS / AFFILIATIONS

President of Board of Directors:
Association of Pedestrian and
Bicycle Professionals:
2012-2014

PUBLICATIONS / PRESENTATIONS

ITE Journal (January 2004)
"The City of Seattle, WA, USA,
Crosswalk Inventory and
Improvement Plan." – Co-author

Jennifer applies her landscape architecture and urban design expertise to transportation projects, and has a wide variety of Safe Routes to School (SRTS) experience. She worked for eight years as the SRTS Coordinator for the District of Columbia Department of Transportation (DDOT), overseeing a variety of engineering, education, enforcement, and encouragement projects. She was one of the primary authors for the report for the Federal Safe Routes to School Task Force, wrote case studies for the National Center for SRTS, and has experience managing SRTS programs at the state and local levels. She is skilled in both planning and design and has experience applying real-world design principles to planning projects. She is knowledgeable about the operational characteristics of pedestrians and bicyclists and physical roadway design characteristics, and is a particular expert on pedestrian crosswalk safety.

SELECTED PROJECT EXPERIENCE

Green Bay Safe Routes for Non-Drivers, Green Bay, WI

Jennifer was Project Manager for the creation of the Safe Walk and Bike Green Bay Plan which aims to empower adults and children of all ability levels to make walking and biking a part of their daily routines in getting to schools and other community destinations. The implementation-focuses plan includes recommendations in all 5 Es: Engineering, Education, Encouragement, Enforcement, and Evaluation for 36 schools, as well as a citywide bicycle network..

Fort Atkinson Safe Routes to School, Fort Atkinson, WI

As Senior Landscape Architect, Jennifer assisted with the creation of SRTS plans for the Fort Atkinson schools. She helped with field assessments and existing conditions summaries and was also involved with the Task Force meetings.

Milwaukee Safe Routes to School, Milwaukee, WI

As Senior Landscape Architect, Jennifer is assisting with the Milwaukee SRTS project. She is contributing to the development of the citywide plan, including attendance at key steering committee meetings. She is also leading the development of school-level SRTS plans.

La Crosse South Avenue Corridor Study, La Crosse, WI

As Senior Landscape Architect, Jennifer assisted with the South Avenue Corridor Multimodal Assessment Study. She assisted with the evaluation of design concepts developed by the Wisconsin Department of Transportation. As part of the project, Jennifer looked at ways to improve pedestrian safety within the corridor and assisted with the identification of alternative routes for bicyclists and pedestrians within the broader study area.

OTHER RELEVANT EXPERIENCE

Portland Safe Routes to School Project Planning, Portland, OR

Florida Department of Transportation (FDOT) Safe Routes to School Strategic Plan
FHWA Safe Routes to School Task Force



EVAN MOORMAN

PLANNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 3

Toole Design: 2018-Present

Wisconsin Department of Transportation, Bureau of Transportation Safety: 2016-2018

UCLA Lewis Center: 2016

UCLA Luskin School: 2015-2016

City of Madison, WI: 2015

EDUCATION / CERTIFICATION

Master of Urban and Regional Planning, UCLA Luskin School of Public Affairs: 2016

Bachelor of Arts, Geography, Macalester College: 2014

AWARDS

Donald and Pat Shoup Fellowship: 2015

Macalester College Geography Department Award of Academic Merit

Evan is a transportation planner who works on projects that allow all residents to safely bike and walk in their communities. Before joining Toole Design, Evan worked at the Wisconsin Department of Transportation (WisDOT), where he analyzed traffic safety in communities throughout the state and determined appropriate interventions that would improve traffic safety. At WisDOT, he focused on translating complex statistical information into more accessible and visual formats through programs such as ArcGIS.

SELECTED PROJECT EXPERIENCE

Milwaukee Safe Routes to School, Milwaukee, WI

Evan currently serves as a planner for this project, which encompasses the creation of a city-level strategic plan that provides policy and program recommendations, and site-specific SRTS plans for over 27 schools. Evan is assisting with community outreach and field work, GIS and policy analysis, and plan creation.

Green Bay Safe Routes for Non-Drivers, City of Green Bay and the Green Bay Public School District, WI

Evan worked to increase child safety around Green Bay's schools through targeted SRTS interventions, while also improving the citywide active transport network. This project included developing school-specific SRTS plans for 36 schools as well as development of a citywide bicycle network. Evan assisted with fieldwork and data collection, GIS mapping and analysis, and report creation.

Northfield Pedestrian, Bike, and Trail System Update, Northfield, MN

For this project, Evan compiled and analyzed programs, policies, and design standards used by City of Northfield staff. Additionally, Evan mapped SRTS recommendations for two different schools in the city and created citywide maps showing existing conditions and recommendations for pedestrian and bicycling infrastructure.

Milwaukee Pedestrian Plan, Milwaukee, WI

Evan served as a planner for this project, which analyzed current pedestrian conditions in Milwaukee and recommended infrastructure improvements, and policy and procedure changes for the city to create a better pedestrian experience. Evan was responsible for organizing and analyzing resident feedback and ensuring quality control on plan documents.

OTHER RELEVANT EXPERIENCE

Florida Department of Transportation (FDOT) Safe Routes to School Strategic Plan
Washington County Bicycle and Pedestrian Plan, Washington County, WI
Wichita Walkable Development Plan, Wichita, KS

REFERENCES

We will use our past experience to develop strategies that will achieve the City of La Crosse's vision and goals for this project. We invite you to contact our clients regarding the quality of Toole Design's professional qualifications.



GREEN BAY SAFE ROUTES FOR NON-DRIVERS

Green Bay Area Public Schools and the City of Green Bay
Jeremy Wildenberg
200 South Broadway Street
Green Bay, WI 54303
920.448.2130, x50131
jjwildenberg@gbaps.org



CITY OF MILWAUKEE SAFE ROUTES TO SCHOOL

City of Milwaukee Department of Public Works
James Hannig, City of Milwaukee Pedestrian and Bicycle Coordinator
841 North Broadway, Room 920
Milwaukee, WI 53207
414.286.8750
jhannig@milwaukee.gov



LA CROSSE TRANSPORTATION VISION

City of La Crosse
Amy M. Peterson, AICP, Interim Planning and Development Director
400 La Crosse Street, 3rd Floor
La Crosse, WI 54601
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2

STATEMENT OF STUDY

PROJECT UNDERSTANDING

The City of La Crosse is seeking to update the 2007 Safe Routes to School (SRTS) Plan to build on ongoing efforts to improve conditions for walking and bicycling and propose new and innovative strategies.

The City has an excellent base from which to build an even stronger SRTS program. Most of La Crosse has a traditional grid street network, which provides direct and logical connections for walking and biking. The La Crosse County SRTS program is active and thriving, with 21 out of 22 schools in the City participating. Meanwhile, the City's Complete Streets Ordinance, Bicycle and Pedestrian Master Plan, and work to develop a Transportation Vision have created an environment where improvements to the safety and convenience of walking and bicycling are being prioritized. This Plan will enhance those endeavors and help create—as the Transportation Vision declares—a “beautiful, livable, and vibrant” city.

The 2007 SRTS plan has largely been implemented. Public feedback during the planning process to develop that plan revealed that people in La Crosse felt that traffic danger was the largest barrier to walking and bicycling to school. However, the existing plan lacks specific engineering recommendations to improve traffic safety for many schools. This SRTS Plan update should include specific engineering recommendations to improve traffic safety at every school. Engineering changes can help parents feel that it is safe for their children to walk and bicycle to school, and can also be a catalyst for switching to more active transportation modes. The engineering recommendations will be complemented with recommendations to expand upon and fill gaps in the existing Encouragement, Education, Enforcement, and Evaluation efforts, and with new Equity recommendations.

If selected for this SRTS Plan update, Toole Design will integrate the latest guidance in design and planning for people walking and biking, such as the FHWA *Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations*. We will also consider innovative facilities such as separated bike lanes that improve safety for bicyclists of all ages and abilities. Our recommendations will include options for both short-term pilot projects using flex-posts and other temporary materials, as well as longer-term materials for permanent installations. The Plan recommendations will be informed by Toole Design's unparalleled knowledge of recent SRTS trends, such as aligning recommendations with Vision Zero efforts and prioritizing projects based on equity concerns.

La Crosse Transportation Vision:

To be a beautiful, livable, vibrant, historic, city between the rivers, bluffs and marsh that is the economic, educational, medical, social, cultural and transportation hub for the region.

In order to protect and enhance our regional economy, quality of life, natural environment, aesthetics, and human connections, with an emphasis on improving safety for everyone; the City envisions changing policies, practices, and physical design to our streets and highways, as well as the allied parking infrastructure within our city limits, and within the region to the extent that it affects our city. A key component of the City's vision is to reduce our overwhelming and unsustainable dependency on the single occupant vehicle as the primary mode of transportation and prioritize cycling, walking, public and private transit, telecommuting, land use changes, parking changes, and other supportive measures.

Traditionally, SRTS programs in the U.S. are organized around the 5 Es: Engineering, Encouragement, Education, Enforcement, and Evaluation. In recent years, increasing numbers of SRTS programs have added a sixth E, Equity, in recognition that low-income residents are the most likely to walk to school and are disproportionately exposed to traffic and personal safety challenges. SRTS Equity programs seek to ensure that individuals have access to what they need to thrive in their communities. For this Plan, it will be important to use an “Equity lens”: to consider whether the recommendations are well-suited for low-income households and neighborhoods. An Equity lens will help ensure that the Plan adequately addresses the safety and health of the underserved populations within the La Crosse community.

Toole Design is excited by the possibility of working to improve the safety and convenience of walking and bicycling to and from school in La Crosse. Our team is the nation's leading SRTS and pedestrian and bicycle planning and design firm and we have the knowledge, tools, and experience to make this plan a success.

PROJECT TEAM EXPERIENCE

The Toole Design Team's similar project experience is presented on the following pages. We invite you to contact any of our clients regarding the quality of Toole Design's professional qualifications.

FORT ATKINSON SAFE ROUTES TO SCHOOL

FORT ATKINSON, WI

Toole Design developed a community-wide SRTS plan for the City of Fort Atkinson, including school-specific recommendations at all eight schools in the City. The project required analysis of the location of current students when developing engineering recommendations around schools. To do this, we developed "heat maps" showing the concentrations of student family addresses around each school.

The final plan includes 370 recommended engineering

projects, including signs, sidewalk segments, traffic calming measures, and pedestrian crossing improvements. The City was keenly interested in determining which projects were most important to implement first, and prioritization criteria were used to objectively score and rank all the engineering projects.

The plan also includes non-infrastructure recommendations at both the City and school levels. At many Fort Atkinson schools, much of the traffic concern is the result of families driving to school to drop-off or pick-up their children. To address this, the plan includes strategies to reduce vehicle traffic, disperse it farther away from schools, and address behavior through education, encouragement, enforcement, and evaluation strategies.

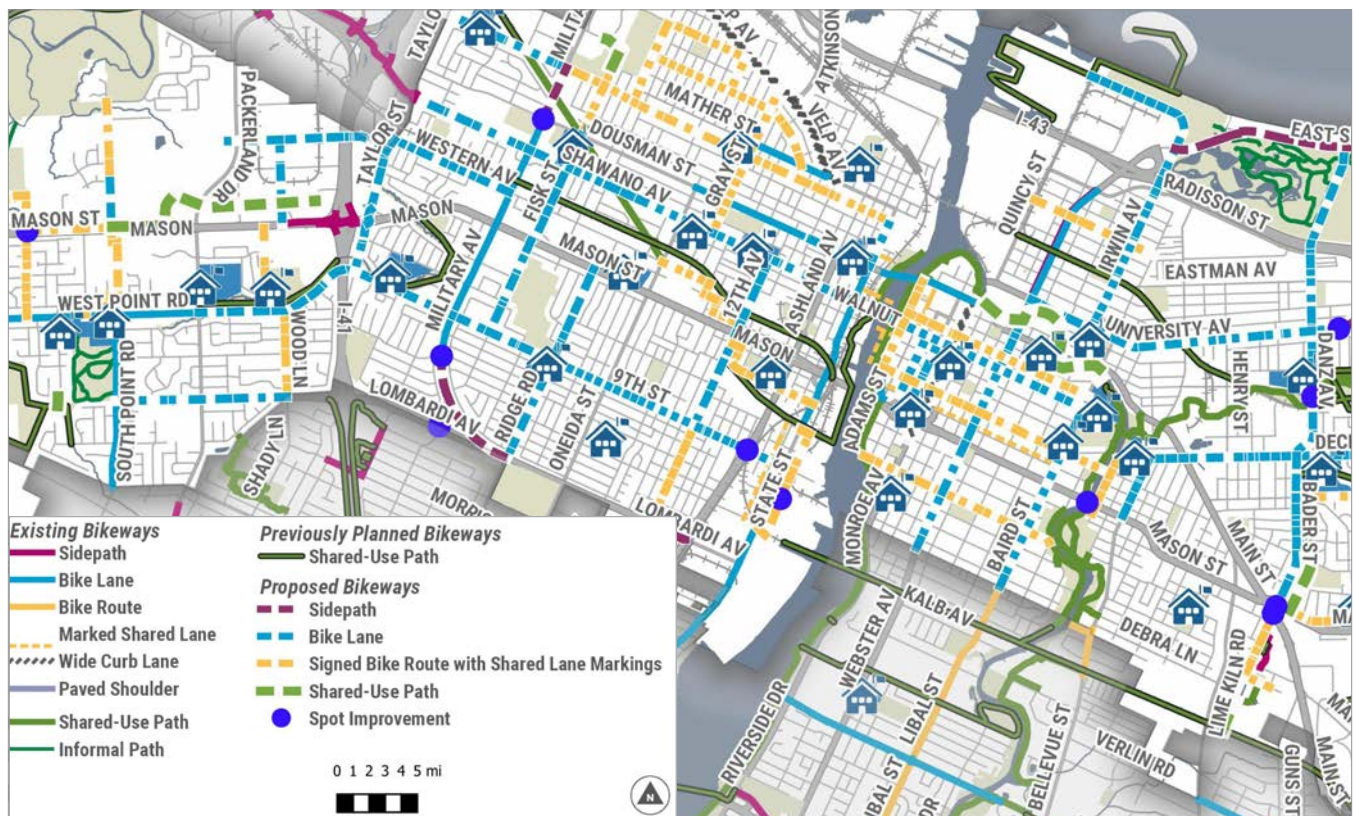


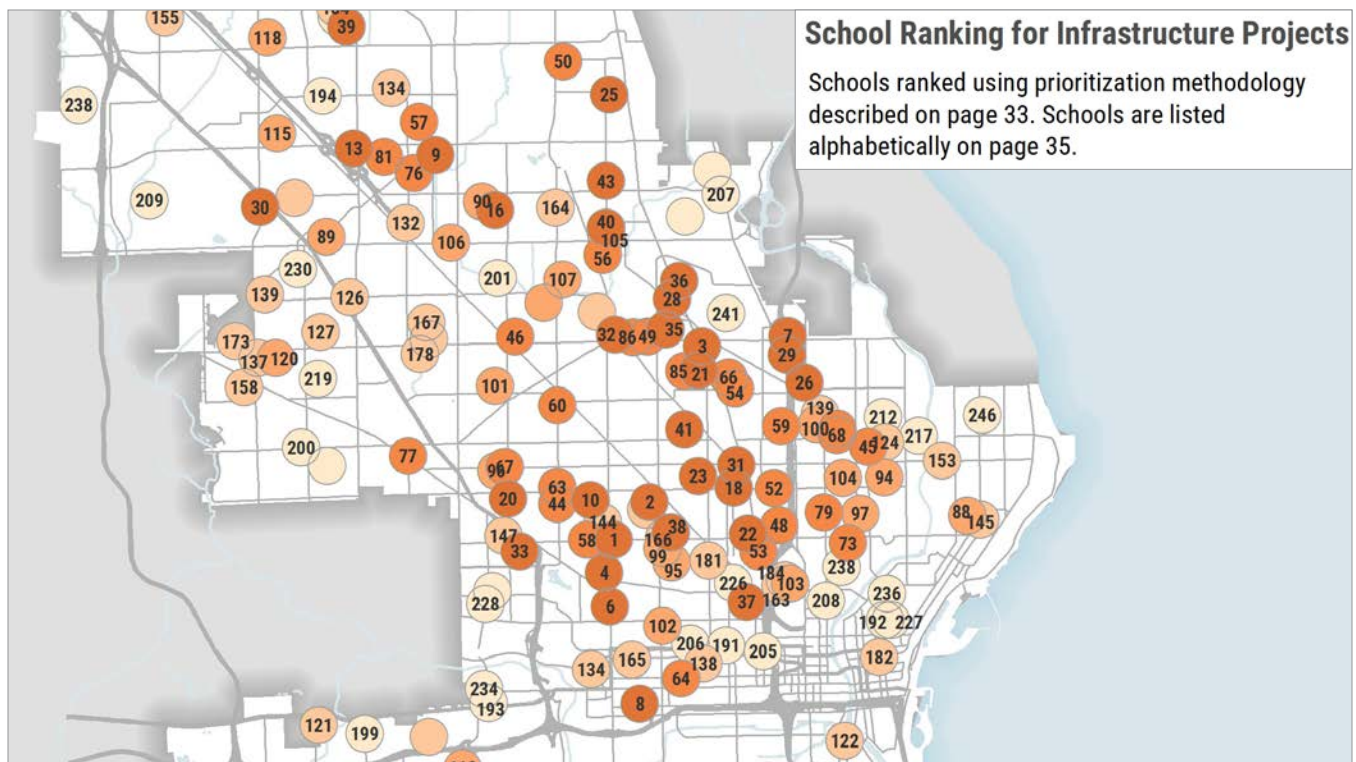
GREEN BAY SAFE ROUTES FOR NON-DRIVERS

GREEN BAY, WI

Toole Design developed a Safe Routes for Non-Drivers plan that covers 38 schools in the Green Bay Area Public School District as well as a Bicycle and Pedestrian Master Plan for the Green Bay area. The plan identifies ways to empower adults and children of all ability levels to make walking and biking a part of their daily routines for getting to schools and other community destinations.

A project advisory committee provided key input throughout the course of the project. Members of the public were able to provide feedback on existing conditions at an Open Streets event, via an online interactive map and at a traditional public meeting. Through fieldwork and data analysis, the completed plan recommends a network for walking and bicycling both to and from school and around the community. The implementation-focused plan includes recommendations in all 5 Es: Engineering, Education, Encouragement, Enforcement, and Evaluation.





MILWAUKEE SAFE ROUTES TO SCHOOL

MILWAUKEE, WI

Toole Design is developing a SRTS Plan with two components for the City of Milwaukee:

1. City-level strategic plan that will provide general policy, procedure, and programming recommendations for the entire city
2. Site-specific SRTS plans for 27 individual schools across the city

The city-level strategic plan identifies processes, collaboration, and strategies that the City can use to improve walking and biking conditions near schools in a strategic and sustained manner. The site-specific SRTS plans recommend engineering projects that can be included in the City's capital improvement program.

Many parents throughout Milwaukee are afraid of letting their children walk to or from school alone because of high crime rates and dangerous neighborhoods. Toole Design was able to draw upon our national experience to recommend neighborhood watch programs and walking school buses that can allay parent fears while encouraging healthy, active transportation to and from school.

The City of Milwaukee faces numerous budget challenges. Our recommendations for infrastructure improvements around specific schools are based on low-cost countermeasures that are proven to increase pedestrian safety.

The City-level strategic plan will propose an equity-based approach to prioritizing the engineering projects at schools. An equity approach seeks to address the lack of investment in low-income neighborhoods and communities of color: resources and investment go to the communities that have experienced the most neglect. In Milwaukee, equity criteria will be used to prioritize infrastructure projects around the schools that most need them.



LA CROSSE SOUTH AVENUE CORRIDOR MULTIMODAL ANALYSIS

LA CROSSE, WI

Toole Design evaluated the South Avenue Corridor for multimodal access, connectivity, and accommodations. The project evaluated the design concepts developed by the Wisconsin Department of Transportation (WisDOT) for reconstruction of South Avenue, as well as alternative routes for bicyclists and pedestrians in the broader study area. This study examined ways to mitigate some of the negative impacts of the WisDOT alternatives and improve pedestrian connectivity and access along and across South Avenue, provide access to side streets, businesses, and residences, and provide for bicycle connectivity in the corridor. The project also highlighted opportunities for land use changes and redevelopment of specific areas within the corridor.



LA CROSSE TRANSPORTATION VISION

LA CROSSE, WI

The value, quality of life, aesthetics, and business environment of the City of La Crosse was incrementally damaged by decades of automobile-oriented changes to the City's street network. More damage was on the horizon with several proposed conventional street projects. The past transportation motivation was primarily focused on helping motorists, who typically did not live in the City, but drive in, out, or through quickly.

The City wanted to change the trajectory so that the City would become a better place, attract people and investment, and become generally more valuable.

Toole Design conducted a thorough public and stakeholder process to understand the values of the entire community and reach a consensus on the direction for the future. The result was the Transportation Vision for La Crosse. The Vision provides unambiguous guidance on policies, practices, and the physical design of the transportation infrastructure within the City as well as the infrastructure connecting the City to the balance of the region. The changes will help grow the City's value, population, economy, and quality of life while ensuring better environmental stewardship, comfort and safety, urbanity, and regional importance. The Vision prioritizes bicycling, walking, and transit use, while reducing automobile dependency.

WORK PLAN

TASK 1: PROJECT MANAGEMENT

This task provides for general project administration, oversight, and ongoing meetings and updates with City staff.

TASK 1.1: PROJECT STARTUP AND KICKOFF MEETING

Toole Design will begin the project by preparing the following items:

- A work plan memo based on the scope of work from the proposal that provides additional detail and clarity for key tasks
- A project schedule that depicts the order of each task in the work plan and preliminary dates or time periods for stakeholder and public engagement activities
- An initial data request memo requesting existing GIS and other data that will be used throughout the project

Toole Design will host a kickoff meeting with City staff to review these items and seek feedback. This meeting will serve a variety of purposes:

- Facilitate discussion of opportunities and challenges and confirm the ultimate objectives that must be accomplished through the Plan

- Refine the work plan and project schedule
- Establish how the parties prefer to handle communication and data transfer and how Toole Design should initiate communications and request information from local agencies. Toole Design will prepare a formal memo to request data, and during the meeting we will discuss how to obtain the needed data files from local agencies

Based on the feedback of City staff, Toole Design will revise the draft project work plan memo and project schedule and provide final versions to the City.

TASK 1.2: MONTHLY PROGRESS REPORTS

A monthly progress report memo will be provided with monthly invoices for the project. The progress report memos will include a brief summary of work completed during the invoice period as well as work that is anticipated to be completed during the next period. Memos and invoices will be submitted via email each month.

TASK 1.3: ONGOING COORDINATION / MONTHLY COORDINATION CONFERENCE CALLS

This subtask provides time for general project administration including coordination with the City Project Manager. In addition, Toole Design staff will meet regularly via conference call with City staff to provide updates on the project's status and completion of tasks, discuss any outstanding project needs, and solicit feedback on the project.

Task 1 Deliverables

- Draft work plan memo
- Refined project schedule
- Data request memo
- Project team kickoff meeting, including agenda and notes
- Monthly progress reports and invoices
- Monthly coordination conference calls (up to nine)



Toole Design has experience gathering input from a variety of stakeholders, including children.



The project Steering Committee will review the draft Plan in order to ensure that it reflects the needs and desires of the community.

TASK 2: PUBLIC ENGAGEMENT

This task provides for the public engagement components of the project, including the Steering Committee, public input on the draft, and plan presentation meetings.

TASK 2.1: STEERING COMMITTEE

Toole Design will hold two Steering Committee meetings as part of the project. The first meeting will occur early in the planning process and will include key stakeholders representing County SRTS staff, PTOs, parents, and the School District Administration. This meeting will provide an opportunity for stakeholders to learn about the project, provide feedback on the current plan, and provide direction for the Plan update.

The second meeting will be a presentation of the draft Plan. To gather feedback during the meeting, Toole Design proposes to use Mentimeter, an interactive presentation software that allows meeting participants to use their smartphones to provide anonymous feedback through the course of the meeting. This tool ensures that all meeting participants can provide input, even those who are more reserved.

The City will be responsible for coordinating the meetings and providing meeting space. Toole Design will prepare meeting agendas and materials, facilitate discussion, and prepare meeting summaries.

TASK 2.2: DRAFT FEEDBACK

Once the draft Plan is complete, the City will be responsible for distributing it to stakeholders for public feedback. Toole Design recommends placing it on a public-facing website and sending it to each individual school principal for distribution to parents and staff at that school. Toole Design proposes to accompany the draft Plan with a survey form to collect feedback. Stakeholders will answer survey questions to provide comments on the draft. The survey will be organized according to the sections of the plan document and will allow survey users to choose the parts of the plan for which they will provide comments. Toole Design staff will collect all the feedback received in a spreadsheet and track the response to each comment.

The City indicated a desire to use innovated, novel ways to gather feedback. One approach that has worked well in other communities has been to complete a temporary installation of a plan recommendation to build support for the Plan. Toole Design can assist with a temporary demonstration event for additional cost (see sidebar).

TASK 2.3: PLAN PRESENTATION MEETINGS

Toole Design will present the final Plan to the Common Council, the School Board, and the La Crosse Area Planning Committee. The School Board presentation will be scheduled in conjunction with the second Steering Committee meeting to allow the School Board to provide feedback that can be integrated into the final Plan update. The Common Council presentation would occur after the



OPTIONAL TASK:

Demonstration Event(s)

For additional fee, Toole Design can complete a small temporary installation of facilities, such as curb extensions, separated bike lanes, or other features at a one-day special demonstration event to which students, parents, school staff, and the community would be invited. This demonstration event would help build public support for the facility types likely to be proposed in the Plan, and provide an opportunity to hear additional public input about the safety of walking and bicycling to La Crosse schools (maps would be available at the event so people could share their concerns about the safety of walking and bicycling to school). The fee in the proposed budget for this optional task represents the cost for one installation.

Plan update is finalized. The schedule for the La Crosse Area Planning Committee will be determined with City input; however, Toole Design recommends scheduling the meeting after the release of the draft Plan. We will attempt to schedule these presentations in conjunction with other visits to La Crosse.

Task 2 Deliverables

- Attendance, facilitation, and materials for two Steering Committee meetings, including the use of Mentimeter at the second meeting
- A survey to capture feedback on the draft Plan
- A spreadsheet documenting comments on the draft Plan, and how each comment was incorporated
- Attendance, presentations, and materials for three Plan Presentation meetings

TASK 3: EXISTING CONDITIONS ANALYSIS

This task includes a review of existing conditions, regarding both the built environment around schools (Engineering), and the current Encouragement, Education, Enforcement, and Evaluation programs.

TASK 3.1: REVIEW OF EXISTING PLANS AND PROGRAMS

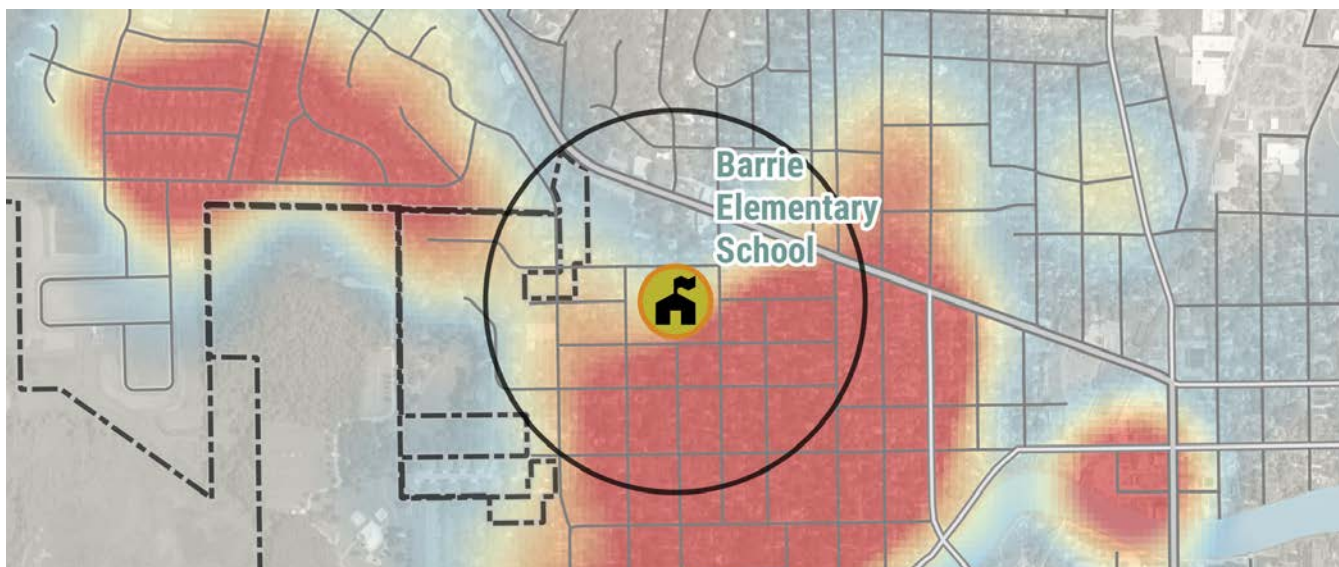
Toole Design will review prior bicycle and pedestrian infrastructure plans and conduct an inventory of existing SRTS Encouragement, Education, Enforcement, and

Evaluation programs. The existing plans and programs will be examined with an Equity lens. The results of this review and inventory will be incorporated into the Plan recommendations.

Early in the process, Toole Design will design a brief survey to be distributed to all school principals. The survey will allow principals to provide information about existing arrival and dismissal procedures, and to share any specific safety concerns they have about conditions for walking and bicycling to their schools. If the school has an existing arrival and dismissal plan that it shares with parents, the survey will request a copy. The City will be responsible for distributing the survey to school principals, but Toole Design will create the survey and analyze the results.

TASK 3.2: EXISTING CONDITIONS BASEMAPS

Toole Design will create basemaps showing conditions around each school, including the locations of school crossing guards, existing facilities for walking and bicycling, and proposed walking and bicycling facilities from other plans, such as the Bicycle and Pedestrian Master Plan. The maps will include the locations of crashes involving pedestrian and bicyclists within the vicinity of each school. If student address data is provided, the maps will include each school location in relation to heat maps showing where students live (see the example from Fort Atkinson on this page). During the draft and final Plan phases of this project,



Fort Atkinson heat map: the darkest colors on the map show the areas with the highest concentrations of students.

the engineering recommendations will be added to these maps.

TASK 3.3: REVIEW OF EXISTING CONDITIONS

Toole Design will review and analyze the results of completed SRTS parent surveys and classroom tallies to learn about existing school travel patterns, and opinions about the safety of walking and bicycling to school.

Based on input from the parent and principal surveys, Toole Design will review conditions around each school as a first step in the development of engineering recommendations to improve the safety of walking and bicycling. The existing conditions review will identify any barriers to walking and bicycling, such as street crossings with more than two lanes, rivers, and railroad tracks. The review will look for opportunities to improve the accessibility of the schools from the surrounding neighborhoods.

Ideally, a project of this type would include an observation of arrival or dismissal at each school. However, our proposed project budget does not support the number of hours that would be required for that task. Toole Design can conduct this work as an optional task (see sidebar). While this scope does not include arrival and dismissal observations at each school, it does assume that in-person fieldwork is completed at each school, supplemented by online inventory using Google Streetview and other tools. Based on the information provided by school principals, Toole Design will plan to observe arrival or dismissal at several key school locations to address the safety of school drop-off and pick-up. Toole Design staff members have extensive SRTS experience and have wide familiarity with the types

of safety issues that are common at schools.

After review of the existing conditions data, Toole Design will create summaries of the existing conditions at each school.

Task 3 Deliverables

- A memo summarizing existing SRTS Engineering, Encouragement, Education, Enforcement, and Evaluation efforts, with consideration of Equity
- Basemaps for each school
- Existing conditions summaries for each school

OPTIONAL TASK: Arrival and Dismissal Observations

For additional fee, Toole Design will observe of arrival or dismissal at each of the 22 schools. During these observations, we will talk with staff members, parents, and crossing guards to understand of what works well with the existing processes and what can be improved.

TASK 4: DRAFT AND FINAL PLAN

This Task involves creating draft and final versions of the Plan.

TASK 4.1: DRAFT PLAN

Toole Design will create a draft SRTS Plan that incorporates the findings of the public engagement and the existing conditions analysis. The Plan will incorporate recommendations for 6 Es: Engineering, Encouragement, Education, Enforcement, Evaluation, and Equity. For each E, Toole Design will identify which projects are high priority.

The engineering recommendations will include implementation-focused recommendations and will categorize each recommendation as short-, medium-, or long-term. Some of the short-term projects will be proposed as pilot projects which will allow the City to test solutions temporarily before committing to more costly permanent solutions. For example, at a school where parents' in vehicles commonly block a crosswalk during arrival and/or dismissal, Toole Design might propose a short-term temporary curb extension composed of flex posts and a long term permanent curb extension. Some of the recommendations will be City-wide, but there will also be specific recommendations for each of the 22 schools.

The engineering recommendations will address the safety of crossing streets, of arrival and dismissal, of walking along streets, and of bicycling to and from

school. The recommendations will consider protected bike lanes or other kinds of low-stress bicycling facilities to make it possible for elementary school aged students to bicycle to and from school. Planning-level cost estimates will be developed for each engineering recommendation.

Recommendations will be made to further existing Encouragement, Education, Enforcement, and Evaluation programming within the community. New recommendations will be made to address Equity, both within the recommendations for each E, and as a separate category. The recommendations will address changes to City policies that could advance SRTS efforts.

TASK 4.2: FINAL PLAN

The plan will be revised based on feedback from City staff, the Steering Committee, the School Board, and the public comments received as part of Task 2. This will be the version of the plan that is presented to the Common Council.

Task 4 Deliverables

- Draft Plan
- Final Plan

INTERVIEW AVAILABILITY

Toole Design staff are available for a selection interview on August 15th. Should the interview schedule change, Toole Design staff have flexibility and can make themselves available.



This Plan will enhance those endeavors and help create—as the Transportation Vision declares—a “beautiful, livable, and vibrant” city.



3

TIME SCHEDULE

PROJECT SCHEDULE

Below is a proposed project schedule for the La Crosse SRTS Plan Update to accomplish the project on the City's nine-month timeline.

We are committed to meeting the schedule and providing the services as specified, and we will commit our staff and resources throughout the duration of the project. The professional and technical resources of Toole Design are deep, meaning that we can draw on a wide range of

staff if needed. Our staff includes planners, engineers, designers, graphic artists, and landscape architects. Our relevant project history demonstrates our ability to deliver projects on time and within budget, and we encourage you to contact our references.

We look forward to refining this schedule with the City to meet the project goals.

TASK	2019				2020				
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1. PROJECT KICKOFF & MANAGEMENT									
1.1 Project Startup and Kickoff Meeting	▲								
1.2 Monthly Progress Reports									
1.3 Ongoing Coordination / Conference Calls									
2. PUBLIC ENGAGEMENT									
2.1 Steering Committee		▲					▲		
2.2 Draft Feedback							●		
2.3 Plan Presentation Meetings								▲	▲
3. EXISTING CONDITIONS ANALYSIS									
3.1 Review of Existing Plans and Programs		●							
3.2 Existing Conditions Basemaps		●							
3.3 Review of Existing Conditions				●					
4. DRAFT AND FINAL PLAN									
4.1 Draft Plan						●			
4.2 Final Plan								●	

▲ Meeting
● Deliverable



4

COST STUDY

COST PROPOSAL

The following table shows Toole Design’s proposed budget. The costs represent our initial estimate of the necessary level of effort. However, we are flexible and anticipate refining the approach in collaboration with the City of La Crosse.

	Principal -in- Charge	Project Manager	Project Engineer and QA/QC	Engineer	Senior Landscape Architect	Planner		
	Luecke	Haeckel	Bower	Tang	Hefferan	Moorman		
TASKS	\$154.93	\$111.93	\$136.99	\$95.92	\$137.04	\$72.60	Task Hour Total	Task Fee Total
1. PROJECT MANAGEMENT								
1.1 Project Startup and Kickoff Meeting	6	12				2	20	\$2,417
1.2 Monthly Progress Reports	2	10					12	\$1,429
1.3 Ongoing Coordination / Conference Calls	2	9					11	\$1,318
Task 1 Hours Subtotal	10	31	0	0	0	2	43	-
Task 1 Fee Subtotal	\$1,549	\$3,470	-	-	-	\$145	-	\$5,164
2. PUBLIC ENGAGEMENT								
2.1 Steering Committee	2	16				8	26	\$2,682
2.2 Draft Feedback	2	32				8	42	\$4,473
2.3 Plan Presentation Meetings	2	14					16	\$1,876
Task 2 Hours Subtotal	6	62	0	0	0	16	84	-
Task 2 Fee Subtotal	\$930	\$6,940	-	-	-	\$1,161	-	\$9,031
3. EXISTING CONDITIONS ANALYSIS								
3.1 Review of Existing Plans and Programs	2	16				36	54	\$4,716
3.2 Existing Conditions Basemaps	2	8				36	46	\$3,818
3.3 Review of Existing Conditions	2	40	8	56	10	72	188	\$17,851
Task 3 Hours Subtotal	6	64	8	56	10	144	288	-
Task 3 Fee Subtotal	\$930	\$7,162	\$1,097	\$5,371	\$1,371	\$10,454	-	\$26,385
4. DRAFT AND FINAL PLAN								
4.1 Draft Plan	2	32	8	16	12	16	86	\$9,329
4.2 Final Plan	2	18	4	8	8	30	70	\$6,914
Task 4 Hours Subtotal	4	50	12	24	20	46	156	-
Task 4 Fee Subtotal	\$620	\$5,596	\$1,644	\$2,302	\$2,741	\$3,340	-	\$16,243
HOURS SUBTOTAL	26	207	20	80	30	208	571	-
LABOR SUBTOTAL	\$4,028	\$23,170	\$2,740	\$7,674	\$4,111	\$15,101	-	\$56,823
DIRECT EXPENSES								\$2,070
TOTAL COST								\$58,893
OPTIONAL TASKS								
2.4 Optional Task: Demonstration Event (Per Event)		12	2	4		24	42	\$3,743
3.4 Optional Task: Arrival and Dismissal Observation	2	80				80	162	\$15,072
Optional Task Hours Subtotal	2	92	2	4	0	104	204	-
Optional Task Fee Subtotal	\$310	\$10,298	\$274	\$384	-	\$7,549	-	\$18,815
OPTIONAL TASKS DIRECT EXPENSES								\$3,410
TOTAL OPTIONAL TASKS								\$22,225
TOTAL FEE + OPTIONAL TASKS								\$81,118

DIRECT EXPENSES

ITEM	EXPENSE
Task 2: Public Engagement Posters and Reproduction	\$282
Lodging (2 persons x 3 nights)	\$810
Food (18 meals)	\$298
Rental Car (2 persons x 4 trips)	\$680
Total	\$2,070

OPTIONAL TASKS:

ITEM	EXPENSE
Optional Task 2.4: Materials for Demonstration Event	\$400
Optional Task 3.4: Lodging for Arrival and Dismissal Observation (2 persons x 8 nights)	\$2,160
Optional Task 3.4: Rental Car for Arrival and Dismissal Observation (2 persons x 5 days)	\$850
Total	\$3,410

TOOLE

DESIGN

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