



# 82nd Avenue Transit Project

Designing great bus service, Clackamas Town Center to Northeast Portland

*Planning is underway to improve safe access and transit travel time while connecting people to essential jobs, education facilities, shopping, and community services.*

Big improvements are coming to 82nd Avenue. Over the next three years, the Portland Bureau of Transportation’s Building a Better 82nd project will construct critical safety and maintenance repairs, including more street lighting, new and upgraded crossings, smoother pavement, improved curbs ramps and upgraded traffic signals. A larger Civic Corridor Investment Strategy – focused on seven miles from Northeast Killingsworth Street to Southeast Clatsop Street – will prioritize longer-term improvements.



FX service on Division Street. Partners are working to bring FX to 82nd Avenue along with other improvements.

The Oregon Department of Transportation is also planning key improvements along 82nd Avenue, south of Portland in Clackamas County.

### **FX: Upgrade and replacement for Line 72 on 82nd Avenue**

Along with these investments, partners from Clackamas County to Portland are working together to explore a transit investment that would replace the existing Line 72 bus on 82nd Avenue with TriMet FX™ – the agency’s new Frequent Express service.

FX will bring faster, more reliable transit service with new stations along 82nd Avenue, making it easier, safer and more comfortable for people to get around.

The bus currently serving 82nd Avenue – TriMet’s Line 72 – has the highest ridership of any bus line in greater Portland. Though it carries more people than the MAX Orange or Yellow lines, it shares the road with automobiles, freight and local deliveries.

The current buses are often crowded and get stuck in traffic. Many of the stops are spaced too closely for efficiency, and they lack amenities like shelters, lighting and digital displays featuring real-time arrival information.



### **82nd Avenue Transit Project Steering Committee**

- Metro
- TriMet
- City of Portland
- ODOT
- Multnomah County
- Clackamas County
- Port of Portland
- 82nd Avenue Business Alliance
- Clackamas Service Center
- Oregon Walks
- Oregon State Legislature
- Unite Oregon

## Why FX™ for 82<sup>nd</sup> Avenue?

- Safer ways for people to get to the bus with better crosswalks, sidewalks, and street lighting.
- More seating and space with longer buses (room for 60% more riders) and easier loading for wheelchairs and strollers.
- More doors make it easier and quicker for people to get on and off, improving bus trip speed and reliability.
- Transit signal priority for more efficient transit movement.
- Potential transit priority lanes to get buses around car traffic.
- Bus stations with shelters, seating, lighting and real-time bus arrival information.

## Planning process

Metro and TriMet are leading the planning process for the 82nd Avenue FX service. Upgrading to FX would require federal funding for full design and construction. This first step to qualify for federal grants is for partners to determine a route and general station locations.

Partners are exploring potential station locations between Clackamas Town Center and a yet-to-be determined turnaround point north of Sandy Boulevard.

This could also mean changes to the part of Line 72 that currently serves Killingsworth Street and other destinations to the west. Riders whose trips include both the 82nd and Killingsworth portions of today's Line 72 would need to transfer between the new FX line and bus service for Killingsworth.

The Killingsworth line would have at least the same level of service as today. Future public discussions will help decide how best to serve and provide good connections for riders.

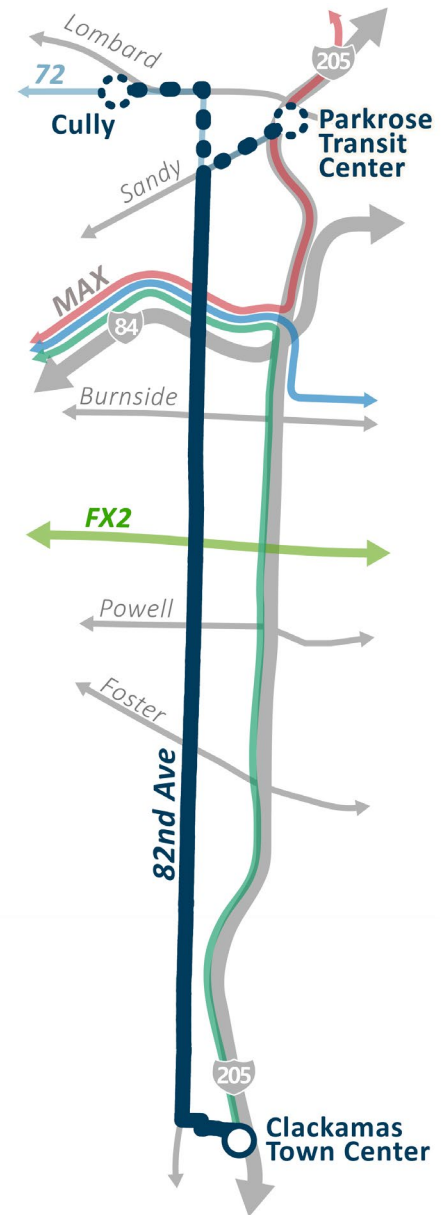
The project's steering committee – made up of elected officials, agency leaders and community representatives – is expected to select the route, station areas and northern turnaround point in early 2025. If supported by all partners, Metro and TriMet will then apply for federal funding to continue design and community engagement.

Construction could begin as early as 2027, and FX service could start running on 82nd Avenue as early as 2029.

## What do you think?

Visit [oregonmetro.gov/82ndtransit](https://oregonmetro.gov/82ndtransit) to learn more about FX service.

Partners are analyzing data about current and future ridership and will bring that information and potential options for the northern turnaround to the community to ask for input this fall.





**CLACKAMAS COUNTY  
PERSONAL SERVICES CONTRACT  
Contract #15021**

This Personal Services Contract (this “Contract”) is entered into between Burgess & Niple Inc. (“Contractor”), and Clackamas County, a political subdivision of the State of Oregon (“County”) on behalf of its Department of Transportation and Development.

**ARTICLE I.**

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on December 31, 2026.
- 2. Scope of Work.** Contractor shall provide the following personal services: Consolidated Planning for Traffic Safety (“Work”), as described in RFP 2024-56 the negotiated scope of which is attached hereto as **Exhibit A**.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed **One Million One Hundred Eighty-Five Thousand dollars (\$1,185,000.00)**, for accomplishing the Work required by this Contract. Consideration rates are on a fixed fee basis in accordance with the rates and costs specified in Exhibit A. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit A.
- 4. Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County’s review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: [Rsadowsky@clackamas.us](mailto:Rsadowsky@clackamas.us)  
[lkitts@clackamas.us](mailto:lkitts@clackamas.us)

- 5. Travel and Other Expense.** Authorized:  Yes    No  
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.
- 6. Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract and Exhibit A.

**7. Contractor and County Contacts.**

Contractor Administrator: Kendra M. Schenk Phone: 812.459.6096 Email: <a href="mailto:Kendra.schenk@burgessniple.com">Kendra.schenk@burgessniple.com</a>	County Administrator: Rob Sadowsky Phone: 503-679-7375 Email: <a href="mailto:Rsadowsky@clackamas.us">Rsadowsky@clackamas.us</a>
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Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

**ARTICLE II.**

- 1. ACCESS TO RECORDS.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 2. AVAILABILITY OF FUTURE FUNDS.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
- 3. CAPTIONS.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
- 4. COMPLIANCE WITH APPLICABLE LAW.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
- 5. COUNTERPARTS.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
- 6. GOVERNING LAW.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.

**7. INDEMNITY, RESPONSIBILITY FOR DAMAGES.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor’s acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of County, without the approval of the Clackamas County Counsel’s Office. County may assume its own defense and settlement at its election and expense.

**8. INDEPENDENT CONTRACTOR STATUS.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor’s performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.

**9. INSURANCE.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers’ compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
<input checked="" type="checkbox"/> Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
<input checked="" type="checkbox"/> Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
<input checked="" type="checkbox"/> Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

**10. LIMITATION OF LIABILITIES.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13

or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contract in accordance with its terms.

- 11. NOTICES.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article 1, Section 6. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.
- 12. OWNERSHIP OF WORK PRODUCT.** All work product of Contractor that results from this Contract (the "Work Product") is the exclusive property of County. County and Contractor intend that such Work Product be deemed "work made for hire" of which County shall be deemed the author. If for any reason the Work Product is not deemed "work made for hire," Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. REPRESENTATIONS AND WARRANTIES.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in accordance with the standard of professional skill and care required for a project of similar size, location, scope, and complexity, during the time in which the Work is being performed. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided. The Contractor shall be responsible for the technical accuracy of its services and documents resulting therefrom, and County shall not be responsible for discovering deficiencies therein. The Contractor shall correct such deficiencies without additional compensation except to the extent such action is directly attributable to deficiencies in information furnished by the County.
- 14. SURVIVAL.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County's right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.
- 15. SEVERABILITY.** If any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions

shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.

**16. SUBCONTRACTS AND ASSIGNMENTS.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County's sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.

**17. SUCCESSORS IN INTEREST.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.

**18. TAX COMPLIANCE CERTIFICATION.** The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.

**19. TERMINATIONS.** This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.

Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.

**20. REMEDIES.** If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.

**21. NO THIRD PARTY BENEFICIARIES.** County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.

**22. TIME IS OF THE ESSENCE.** Contractor agrees that time is of the essence in the performance of this Contract.

- 23. FOREIGN CONTRACTOR.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.
- 24. FORCE MAJEURE.** Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.
- 25. WAIVER.** The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.
- 26. PUBLIC CONTRACTING REQUIREMENTS.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes ("ORS") Chapter 279B.220 through 279B.235, Contractor shall:
- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
  - b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
  - c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
  - d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
  - e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
  - f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.
- 27. NO ATTORNEY FEES.** In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys' fees and expenses.
- 28. RESERVED.**
- 29. RESERVED**
- 30. KEY PERSONS.** Contractor acknowledges and agrees that a significant reason the County is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the County is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the County provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.



**31. RESERVED**

**32. RESERVED**

**33. RESERVED**

**34. MERGER.** THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Burgess & Niple Inc.

Clackamas County

\_\_\_\_\_  
Chair Date

\_\_\_\_\_  
Authorized Signature Date

Name: \_\_\_\_\_

\_\_\_\_\_  
Name / Title (Printed)

Approved as to Form:

170847-99  
Oregon Business Registry #

\_\_\_\_\_  
County Counsel Date

FBC/OH  
Entity Type / State of Formation

**EXHIBIT A  
PERSONAL SERVICES CONTRACT  
SCOPE OF WORK**

# BURGESS & NIPLE

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Wells Fargo Center | 1300 S.W. Fifth Avenue | Suite 3750 | Portland, OR 97201 | 503.914.0185

August 15, 2024

Mr. Rob Sadowsky  
Transportation Safety Outreach Coordinator  
Clackamas County  
2051 Kaen Road  
Oregon City, OR 97045

RE: Consolidated Planning for Traffic Safety Scope of Work

Dear Mr. Sadowsky,

Please find attached Burgess & Niple's scope of work and cost proposal for the Consolidated Planning for Traffic Safety contract. This scope of work and cost proposal supersedes the information provided in our response to RFP#2024-56 dated July 9, 2024. The efforts herein are inclusive of only the first phase of this project with future phases to be scoped at a later date.

The total fees for this time and material contract are not to exceed \$1,185,000.

We look forward to working with you on this effort. Please contact me at 812.459.6096 or via email at [Kendra.schenk@burgessniple.com](mailto:Kendra.schenk@burgessniple.com) if you have any questions or concerns.

Sincerely,

Kendra M. Schenk, PE, PTOE, RSP<sub>21</sub>  
Project Manager

Jason Tell  
Principal-in-Charge

Enclosure

## Scope of Work

The following scope of work is broken into seven main tasks –

- Task 1: Develop a Post-Crash Evaluation and Trauma Support Framework (TRIAGE)
- Task 2: Evaluate and Integrate Equity into Planning Processes (EQUITY)
- Task 3: Perform a Safe System Approach (SSA) Readiness Assessment (SSA)
- Task 4: Maintain Crash Data and Produce Regular Reports (GENERAL)
- Task 5: Update the 2019 Transportation Safety Action Plan (TSAP)
- Task 6: SSA Integration (SS4A)
- Task 7: Project Management (PM)

Efforts included in the first phase of this project are detailed below.

### **Task 1: Develop a Post-Crash Evaluation and Trauma Support Framework (TRIAGE)**

This task will support the development of a Post-Crash Evaluation and Trauma Support Framework. The following subtasks will be included in this effort:

#### **TRIAGE1: Conduct Peer Practice Interviews and Research**

The consultant team will conduct a review of peer practices for post-crash care support and will conduct interviews with peer agencies. While many agencies, especially rural agencies, are not currently practicing post-crash care-specific support, the first part of this effort will include creating a list of agencies and practices to be reviewed. At a minimum, The Washington Traffic Safety Commission, the City of San Francisco, and Chicago practices will be reviewed. The interim deliverable for this task will be a bulleted list of potential agencies and a high-level summary of their practices. From this list, the consultant team will collaborate with Clackamas County to determine which practices should be reviewed in more detail and which agencies would be good for a peer interview.

The second phase of this task will include a more detailed review of agency practices (it is expected that up to six practices may be reviewed). Additionally, agencies (it is expected that up to three agencies) will be interviewed virtually about their post-crash care practices. The consultant team will generate a list of interview questions prior to the interview and provide to Clackamas County for review.

#### **Deliverables:**

- Bulleted list of potential agencies/practices to review
- Detailed matrix of findings from the review of peer agency practices (up to six (6) practices)
- Interview questions
- Virtual interviews with up to three (3) agencies

#### **TRIAGE2: Document Existing Post-Crash Care Programs Procedures & Responses**

The consultant team will review existing practices and procedures for post-crash care within Clackamas County. Feedback will be obtained through an online questionnaire from mental health and other related professionals as well as crash victims to inform the types of trauma support that will be useful following a crash. The consultant team will coordinate with agencies like Oregon and Southwest Washington Families for

Safe Streets and the Trauma Intervention Program of Portland/Vancouver, Inc. Traffic Accident Response Team to seek anonymous feedback from local crash victims. A review of the survey will be provided to Clackamas County prior to publication.

The consultant team will also conduct virtual interviews with local first responders, outreach agencies like the two mentioned above, and staff at local trauma centers to understand the current practices around post-crash care in Clackamas County. A list of questions will be generated by the consultant team and provided to Clackamas County for review prior to the interviews. It is anticipated that up to 10 interviews will be conducted as part of this effort.

This task will also include a review of crash reports and narratives outside of the statute of limitations to identify trends with the ultimate goal of providing recommendations for upstream social and behavioral interventions, engineering improvements, and policy changes that could eliminate severe crashes in Clackamas County.

The findings from the TRIAGE1 task as well as this task will be summarized in a technical memorandum to inform guidance for post-crash care and support for Clackamas County.

**Deliverables:**

- Online questionnaire for mental health (and other related) professionals and crash victims
- Interview questions
- Virtual interviews with first responders, outreach agencies, and staff at local trauma centers (up to 10)
- Review of crash data for interventions and improvements that could be incorporated into the guidebook
- Technical memorandum summarizing findings from TRIAGE1 and TRIAGE2 tasks

**TRIAGE3: Present Findings to Working Group**

The consultant team will facilitate a virtual call with the internal working group to present the findings and inform them on the information to be presented to the external working group. This meeting will be informal and will not include a meeting summary or official presentation materials.

The consultant team will facilitate a virtual call with the external working group to present the findings from the research and interviews. As part of this meeting, the group will also discuss potential methods to improve post-crash care in Clackamas County for inclusion in the Guidebook (TRIAGE4 task). Prior to the meeting with the external working group (made up of both internal and external stakeholders), the consultant team will meet with the internal working group.

**Deliverables:**

- Virtual meeting with internal working group
- External working group meeting including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**TRIAGE4: Produce Post-Crash Triage Guidebook**

The previous tasks will inform the development of a Post-Crash Triage Guidebook for Clackamas County. Portions of the guidebook will include information to guide other local agencies and the state in implementing post-crash care support. Up to two (2) virtual meetings with the external working group and one (1) virtual meeting with the internal working group are included with this effort to solicit feedback on the guidebook materials and content.

**Deliverables:**

- Draft Post-Crash Triage Guidebook
- Reference materials to be used during the triage and post-crash care processes (anticipated up to four reference materials will be developed)
- One virtual meeting with the internal working group
- Two (2) Virtual Meetings with the external working group each including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**TRIAGE5: Receive Final Report, Budget, & Engagement Plan**

In addition to the framework for post-crash care, the guidebook will contain an approximate budget to carry out the efforts contained therein and a method for engaging first responders and health professionals on how to implement the framework.

This task will include both an engagement plan for how to reach those who will be implementing the guidebook and one in-person (with virtual options) facilitation of a workshop to introduce the guidebook and overall framework. Clackamas County will support securing a location for the workshop. The consultant team will collaborate with Clackamas County to establish a list of attendees to participate in the workshop. If possible, this workshop could align with other conferences or meetings taking place in Oregon that would involve some of the same participants.

**Deliverables:**

- Final Post-Crash Triage Guidebook
- Disposition of Comments on Draft Post-Crash Care Triage Guidebook
- Approximate budget for carrying out efforts identified in the Post-Crash Care Triage Guidebook
- Engagement Plan for implementation of guidebook
- One in-person (with virtual options) workshop to inform first responders and other applicable parties
  - Agenda
  - PowerPoint presentation
  - In-person workshop facilitation
  - Workshop summary

**Task 2: Evaluate and Integrate Equity into Planning (EQUITY)**

This task will support the development of a toolkit and guidebook for integrating equity considerations into planning and engagement throughout the County. The following subtasks will be included in this effort:

**EQUITY1: Conduct Research for Community Engagement**

The consultant team will conduct research to establish best practices for community engagement and equity considerations. Four main tasks will be completed as part of this effort.

**Peer Interviews:** The consultant team will virtually interview up to three peer agencies who are integrating equity into decision-making and community engagement. The team will utilize contacts and resources from the Rural Road Safety Center at Montana State University (MSU) to determine potential agencies to interview. Prior to interviews, a list of questions will be provided to Clackamas County for review.

**Internal Interviews:** The consultant team will virtually interview staff internal to Clackamas County to determine the current status of equity integration into projects and community engagement. This may include staff from the Health, Housing, and Human Services group as well as staff working on the Sunrise Corridor project. The consultant team will coordinate with Clackamas County to establish the final list of interview participants (up to five interviews expected) and a list of interview questions will be provided to Clackamas County ahead of the interviews for review.

**External Interviews:** The consultant team will virtually interview members of the community, specifically those from Community Based Organizations (CBOs) and non-profits to determine methods that may be employed to best engage the residents of Clackamas County. The consultant team will coordinate with Clackamas County to establish the final list of interview participants (up to five interviews expected) and a list of interview questions will be provided to Clackamas County ahead of the interviews for review.

**Demographics Research:** To better understand the makeup and population characteristics of the county, the consultant team will evaluate the current demographics using available Census and American Community Survey (ACS) data. Through this effort, a series of web-based maps will be generated to illustrate the demographics in the region. As part of this effort, research into the future makeup of Clackamas County will be conducted. Resources from Oregon DOT and Oregon Metro may be used to supplement this information. The

future makeup of Clackamas County will be displayed in a web-based map and through a short text summary in the technical memorandum.

**Framework for Clackamas County:** Using the information gathered as part of this task, the consultant team will lay out a framework for Clackamas County for potential methods to engage with underserved communities on all projects. This framework will serve as the basis for the toolkit and guidebook for equity-based community engagement. This framework will be summarized in a technical memorandum that will include the findings from the interviews and demographic research.

**Deliverables:**

- List of peer agencies to interview
- Interview questions for peer agencies
- Facilitated (virtually) peer interviews (up to three)
- List of interview participants internal to Clackamas County staff
- Interview questions for Clackamas County staff
- Facilitated (virtually) internal staff interviews (up to five)
- List of interview participants external to Clackamas County staff
- Interview questions for external participants
- Facilitated (virtually) external participants (up to five)
- Web-based demographic maps
- Technical memorandum summarizing findings and potential framework for Clackamas County

**EQUITY2: Present Recommendations and Findings**

The consultant team will present the research findings (virtually) to the internal working group and external working group.

**Deliverables:**

- Virtual meeting with the internal working group
- Virtual meeting with the external working group including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**EQUITY3: Implement Findings and Fine-Tune Tools for Engagement**

This task involves the development of a guidebook for equity considerations and engagement for Clackamas County. Additionally, tools such as checklists, resources for community contacts, and equity mapping/scoring information will be developed in this task.

**Community Engagement Guidebook:** The consultant team will develop a digital (PDF format) guidebook to steer equity considerations and community engagement for projects within Clackamas County. This guidebook will be based on the research conducted and framework outlined in the EQUITY1 task. At a minimum, the guidebook will include methods and practices for engaging the community on various project



types, a checklist for community engagement (before, during, and after outreach), and resources for CBOs and other community groups that can be conduits to residents in Clackamas County. One virtual meeting with the internal working group is also included to solicit feedback on the planned engagement methods.

**Equity Tool:** The consultant team will develop a web-based tool to identify areas within the county with specific demographics (i.e., race, primary language, disabilities, income levels, etc.) that should be specifically considered during project development. In concurrence with the TSAP being developed with this contract, crash data can also be overlaid with demographic data to determine areas that may be overrepresented with respect to traffic safety. The consultant team will work with Clackamas County to determine methodologies for scoring areas (likely at the Census tract level – smaller if data is available at that level) for equity considerations.

**Deliverables:**

- Virtual meeting with internal working group
- Draft Community Engagement Guidebook
- Disposition of Comments on Draft Community Engagement Guidebook
- Final Community Engagement Guidebook
- Web-based equity tool
- Documentation summarizing the methodology of the equity tool

**EQUITY4: Core Competency Training**

The consultant team will present an in-person (with virtual options) workshop to internal Clackamas County staff to inform on the importance of equity and how to use new guidebook and tools developed as part of this effort. This workshop will be held after completion of the final guidebook and tools. Staff from across multiple groups at the county will participate in the workshop. Clackamas County will support securing a location for the workshop. The consultant team will collaborate with Clackamas County to establish a list of attendees to participate in the workshop.

**Deliverables:**

- One in-person (with virtual options) workshop to inform staff on equity considerations and engagement
  - Agenda
  - PowerPoint presentation
  - In-person workshop facilitation
  - Workshop summary

**Task 3: Perform Safe System Approach (SSA) Readiness Assessment (SAFE SYSTEM)**

This task will evaluate the County’s readiness for SSA adoption and will roadmap the actions needed to achieve full adoption of the SSA. The following subtasks will be included in this effort:

**SAFE SYSTEM1: Conduct Research and Interviews**

This effort will include conducting research into the current Clackamas County plans and processes and conducting interviews to determine where policies could be updated to accommodate SSA principles. The following subtasks are included in this effort:

**Research of Current Plans and Processes:** The consultant team will conduct a review of the current plans and processes published within the County. At a minimum, the following documents will be reviewed and summarized:

- Comprehensive Plan
- Transportation System Plan (an update is pending – will involve coordination with selected consultant)
- Walk-Bike Plan
- Roadway Standards
- Community Health Improvement Plan
- Zoning and Development Ordinance
- 5-Year Transportation Capital Improvement Plan
- Performance Clackamas

The consultant team will collaborate with Clackamas County to determine if additional documents should be reviewed. It is assumed that up to five additional documents/processes may be reviewed or evaluated.

**Workshop with Key Collaborators:** The consultant team will conduct an in-person workshop with Clackamas County staff (including non-transportation professionals) and other key collaborators who may not be employed by Clackamas County (i.e., fire departments, etc.). The goals of this workshop include setting the stage for the importance of the SSA and understanding where Clackamas County may be in implementing the SSA. Polling will be conducted to evaluate the level of integration in the six areas of SSA integration – Culture, Leadership and Commitment, Planning, Data Analysis, Project Delivery, and Safe System Framework.

**Interviews with Key County Staff:** From the workshop and document review, the consultant team will collaborate with Clackamas County to determine personnel who should be interviewed for more information about SSA adoption. Such personnel may include representatives from the County Health Department, the District Attorney, and Economic Development Agency. For the purposes of this effort, it is assumed that up to three virtual interviews will be conducted. Interview questions will be drafted prior to the interview for review by Clackamas County.

**Deliverables:**

- One in-person (with virtual options) workshop to evaluate SSA readiness
  - Agenda
  - PowerPoint presentation
  - In-person workshop facilitation
  - Workshop summary
- List of county personnel to interview
- Interview questions
- Facilitated (virtually) interviews (up to three)

**SAFE SYSTEM2: Produce and Present SSA Readiness Evaluation**

This task includes developing a summary of the findings in the SAFE SYSTEM1 task as well as a list of actions that could be implemented to foster the adoption of the SSA throughout Clackamas County. The SSA Readiness Evaluation (PDF document) will include the following:

- Summary of document review
- Findings from readiness assessment (workshop and interviews)
- List of opportunities to build upon (efforts that should be continued/expanded)
- List of priority challenges and potential solutions to address the challenges

Once a draft evaluation is completed, the consultant team will present the findings to the internal working group and external working group via a virtual meeting.

**Deliverables:**

- Draft SSA Readiness Evaluation
- Disposition of Comments on Draft SSA Readiness Evaluation
- Final SSA Readiness Evaluation
- Virtual meeting with the internal working group
- Virtual meeting with the external working group including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**SAFE SYSTEM3: Produce SSA Readiness Guidebook**

This task includes developing a guidebook for other agencies (of varying size) to assess their readiness for SSA adoption. This electronic document (PDF format) will be a source of information for agencies in Oregon looking to implement the SSA. The guidebook will likely include the following sections:

- Tips for introducing staff/leadership to the SSA to secure buy-in
- Methods for evaluating readiness for SSA adoption
- Sample strategies for implementation (including short-term and long-term strategies)

**Deliverables:**

- Draft SSA Readiness Guidebook
- Disposition of Comments on Draft SSA Readiness Guidebook
- Final SSA Readiness Guidebook

**Task 4: Crash Data and Reporting (RESERVED)**

At this time, there are no specific deliverables identified for this effort. Potential tasks that have been discussed with the County include assisting Clackamas County in creating reports that illustrate progress towards implementing strategies and actions to mitigate crashes as well as creating a dashboard that could be shared with the public. \$25,000 (100 to 125 hours) is reserved for this task to be used for meetings with County staff to identify and carryout specific deliverables that can be delivered within the task budget.

### Task 5: Update the 2019 TSAP (TSAP)

This effort will include updating the 2019 TSAP. The following subtasks are included in this effort:

#### TSAP1: Stakeholder Coordination

This effort will include convening the external working group to help shape the update of the TSAP. The individuals who are part of this group will be responsible for carrying out the strategies and actions identified in the TSAP.

It is anticipated that three in-person (with virtual options) meetings will be held for this effort:

Meeting #1 will be an all-day workshop and will focus on the following outcomes:

- Provide an overview of the entire project process to set expectations and goals for the efforts,
- Review the 2019 TSAP to determine successes and challenges with the previous plan,
- Discuss high-level crash analysis comparisons between most recent data and the data in the 2019 TSAP,
- Perform an abbreviated backcasting effort to envision the future of Clackamas County, and
- Identify priorities for 2025 TSAP.

Meeting #2 (90 to 120 minutes) will focus on the following outcomes:

- Review detailed crash analysis results,
- Develop specific vision, goals and objectives for the plan, and
- Discuss the results of the hot spot and systemic analysis.

Stakeholder meeting #3 (90 to 120 minutes) will focus on the following outcomes:

- Review performance measures and
- Collaborate to identify proven program, policy and project solutions for the emphasis areas.

#### Deliverables:

- Three meetings with the external working group each including the following:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

#### TSAP2: Public Involvement

This effort will include developing a plan for outreach to the residents of Clackamas County to seek input on the TSAP update. Intentional engagement of underserved and rural communities will be of particular focus. Using the results of the EQUITY task as well as through collaboration through other planning projects occurring within the County, the consultant team will develop a plan for engaging the public to solicit feedback specific to the TSAP needs. The actual outreach may be conducted as part of a future phase of this effort or as part of a different effort altogether (i.e., the Transportation System Plan).

**Deliverables:**

- Three virtual meetings with Clackamas County staff (and/or appropriate consultant teams) to discuss the public engagement process for the TSAP and other ongoing efforts
- Framework, in the form of a technical memorandum, for engaging the public specific to the needs of the TSAP.

**TSAP3: Data Collection and Analysis**

This effort includes analysis of existing crash data with the following subtasks:

**Existing Crash Trends and Emphasis Areas:** The consultant team will use the most recent five years of data to evaluate crash trends. Figures and tables will be developed to understand the crash trends (e.g., by jurisdiction, by roadway type), external factors impacting safety (population, VMT), safety performance, crash types, and contributing factors. This information will be populated into a PowerPoint and shared at the Stakeholder Meetings. The final data will also be used in the final TSAP to demonstrate safety needs and opportunities.

**Evaluate 2019 TSAP Project List:** The consultant team will review and evaluate the 2019 TSAP project list to determine which projects have been implemented and which projects may still be viable in the updated TSAP.

**Hot Spot Location Identification:** Clackamas County staff will provide the consultant team with the top intersection and segment information for the County from the Vision Zero Suite. The consultant team will translate this information into maps for inclusion in the final TSAP.

**Systemic Analysis:** The consultant team will perform a systemic analysis for the entire county to determine risk factors that may be contributing to severe crashes. The consultant team will collaborate with Clackamas County to determine available ArcGIS data for the roadway network. Such data could include functional classification, posted speed limits, land uses, number of lanes, traffic volumes, transit stops, and roadway widths. Using the historical crash data and available ArcGIS data, risk factors will be determined. The consultant team will then identify roadway sections within the county with a presence of these risk factors. Collaborating with Clackamas County, a weighting may be applied to risk factors to score segments that may have a higher propensity for severe crashes, regardless of if there is a history of crashes occurring there. The consultant team will provide the results of this analysis through mapping and tabular format. The identified factors will be detailed in a technical memorandum for inclusion as an appendix to the TSAP.

**Deliverables:**

- Crash trend evaluations (graphic and tabular formats)
- Summary of projects and strategies in 2019 TSAP and progress made toward each
- Maps/tables of hot spot locations and high-risk locations

#### **TSAP4: Vision Strategies, Actions, and Projects**

This effort includes developing a vision and goals based on the crash data and outreach. A vision for the region as well as interim goals will be included in the TSAP.

Additionally, strategies, actions, and projects will be identified for inclusion in the TSAP. Strategies and actions will be arranged in short-, medium-, and long-term timeframes to help direct appropriate resources. It is anticipated that some of the strategies and actions will include those opportunities identified in the SSA Readiness Evaluation.

Spot-location projects will be developed in collaboration with Clackamas County staff. Projects will be general (e.g., intersection safety enhancements, roadway reconfigurations, etc.) as locations will not be studied in detail to determine the preferred solution (e.g., roundabout versus Restricted Crossing U-Turn intersection). The consultant team will develop high-level cost estimates for up to 20 projects identified for inclusion in the TSAP. These costs will be planning level and will not involve project layouts and detailed quantity estimates. Part of this effort will include developing a process or tool to prioritize projects for implementation in the County. One key component of the prioritization process will be equity considerations (as determined from the EQUITY task).

Systemic projects will also be determined in collaboration with Clackamas County staff. Costs developed for these types of projects may be on a per-mile basis and not specific to a particular location.

#### **Deliverables:**

- Vision and goal for the region
- Strategies and actions (non-infrastructure)
- List of infrastructure projects (both spot and systemic)
- High-level cost estimates for infrastructure projects
- Process and tool for prioritizing spot-location infrastructure projects

#### **TSAP5: Performance Measures**

The consultant team will identify performance measures that will be used to evaluate the success of the plan. Performance measures will be developed in terms of outcomes (e.g., number of crashes, number of fatalities reduced) and implementation (e.g., number of safety campaigns produced, number of students completing training). The outcome-based measures are those that are not directly in the control of Clackamas County staff and the plan implementers. The implementation-based measures indicate the actions performed to carry out the strategies in the plan. These performance measures will be vetted with the Drive to Zero Advisory Committee.

#### **Deliverables:**

- Outcome-based performance measures
- Implementation-based performance measures

### TSAP6: Final Report

The consultant team will create a draft plan for Clackamas County to review before creating a final draft. The plan will be developed in compliance with the Safe Streets and Roads for All (SS4A) guidance and will include:

- Introduction and Planning Process
- Problem Identification (Safety Analysis and Maps)
- Public and Stakeholder Engagement
- Equity Considerations
- Current Safety Policies/Programs
- Strategies and Projects (Implementation Plan)
- Implementation and Tracking
- Self-Certification Eligibility Worksheet

After a review period, the consultant team will incorporate edits and deliver a final plan. A disposition documenting the resolutions of comments will be provided.

All deliverables will be in PDF format.

### Deliverables:

- Draft TSAP
- Disposition of Comments on Draft TSAP
- Final TSAP

### Task 6: SSA Integration (SS4A) (PHASE 2)

Because this effort is dependent on the findings of other tasks detailed herein, this task is reserved until Phase 2 of the project. A detailed scope and budget will need to be agreed upon before work will begin. A scope for this effort will be developed when the other tasks are nearing completion and there is an understanding of the specific needs of this task. Prior discussions with the County identified potential deliverables such as:

- **SSA Implementation** – revising or developing policies within Clackamas County to help integrate the SSA throughout all departments (defined as SAFESYSTEM3 in the Request for Proposals).
- **Website Framework** – collaborating with Clackamas County staff to review the current website for the Transportation and Development section to incorporate a Safe System lens.
- **Funding Roadmap** – Once projects have been identified for the TSAP, a funding roadmap will be developed to indicate funding sources that may be available to support implementation.
- **Presentations** - As needed presentations to leadership both within the County and external organizations such as ODOT and USDOT.

### Task 7: Project Management (PM)

This task includes efforts for project management, general coordination, and quality assurance throughout the entire project. Subtasks include:

#### PM1: Kickoff Meeting

The consultant team, including all of the task leads, will meet virtually with the Clackamas County project management team to kickoff the project. The purpose of this meeting is to provide introductions, finalize the schedule, and establish regular coordination meetings.

#### Deliverables:

- Facilitation of virtual kickoff meeting
- Kickoff meeting summary

#### PM2: Document Templates

While no branding will be developed as part of this project, it is important that all deliverables have a consistent theme. This task will involve the development of templates to use that are branded with the Clackamas County colors and logo based on the guidelines and formats provided by Clackamas County.

#### Deliverables:

- Templates for the following documents:
  - Agendas
  - PowerPoint Presentations
  - Technical Memorandums
  - Guidebook/Report

#### PM3: Coordination Calls

The consultant team and Clackamas County will meet virtually for one hour every three weeks for the duration of the project, as needed. Depending on the topics being discussed, various team members may attend. After each meeting, a summary of action items will be distributed.

#### Deliverables:

- Virtual coordination calls (1-hour each, assume 36 meetings in 27 months)
- Email summary of action items

#### PM3: Project Management and Invoicing

This task includes efforts for project management and progress reporting, general quality assurance, and invoicing.

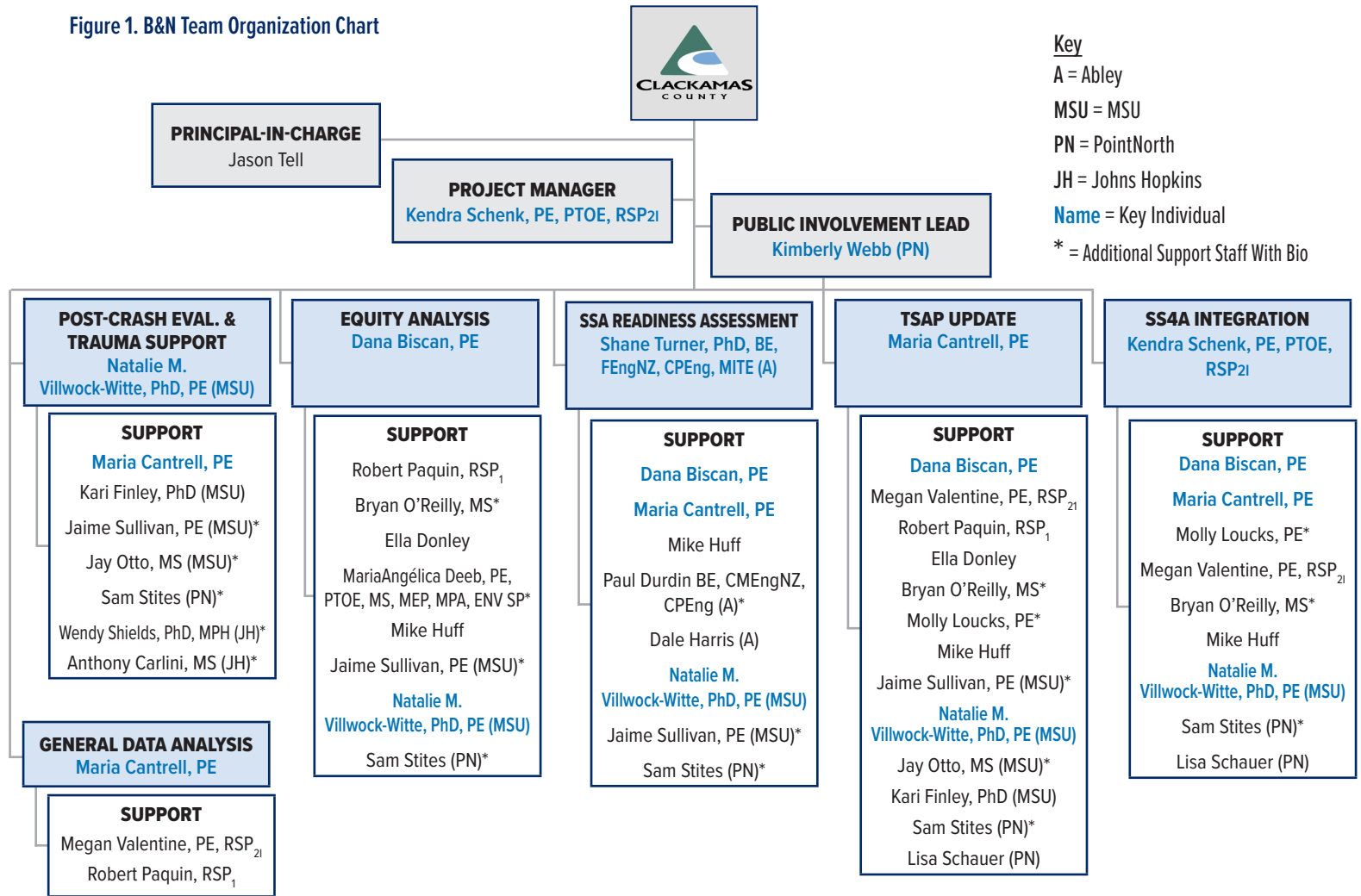




### Comprehensive Expertise to Cover all Phases

The organization chart in Figure 1 summarizes the personnel who will be serving the County. The chart is centered around the tasks highlighted in the Request for Proposals (RFP) beginning on page 9. In addition to our Project Manager and Task Leads, we have provided resumes for a few key support staff who lend specific experience to this effort and will help drive its successful implementation.

Figure 1. B&N Team Organization Chart



### Key Individuals

#### Kendra Schenk, PE, PTOE, RSP<sub>21</sub> | Project Manager (B&N)

*Education: BSCE, Purdue University | Experience: 13 years*

Kendra has a passion for safety which is evident through her work in assisting states, local agencies and Metropolitan Planning Organizations identify solutions to reduce crashes on their roadways. She is a proven implementer of the SSA in planning, policy and infrastructure projects. She has unmatched knowledge using predictive analysis detailed in the Highway Safety Manual, performing systemic analysis for agencies across the country and developing implementable Vision Zero and Safety Action Plans that are compliant with the SS4A guidelines. Kendra is **NATIONALLY** known for her extensive experience in safety analysis. Kendra is also a subject matter expert on an FHWA task to incorporate the SSA into safety improvement projects and policies. She serves on the TRB Committee on Transportation Safety Management Systems which is one of the committees at the forefront of advancing the SSA.

Kendra’s dedication to her clients is second only to her passion for safety. She has managed projects across the country – from Kansas to West Virginia, from Arizona to Ohio. Her clients have come to trust Kendra as she provides

exemplary communication throughout the entire project process, even when she is not local to the community in which she is working. Having managed dozens of projects in her career, Kendra effectively manages the team’s budget and resources, deploying staff as needed to deliver quality products on time and on budget.

Her relevant project experience includes:

- West Virginia DOT | Vulnerable Road User (VRU) Assessment, Project Manager
- Wichita Area MPO | Comprehensive Safety Action Plan, Project Manager
- Ammon, Idaho | Comprehensive Safety Action Plan, Safety Lead
- NCHRP | Report 17-101: Applying the Safe System Approach to Transportation Planning, Design, and Operations in the U.S., Subject Matter Expert & B&N Project Manager
- NCHRP | Report 20-24(45): Harnessing the Safe System to Improve Traffic Safety, Principal Investigator
- FHWA | Integrating Safe System Solutions into Highway Safety Improvement Projects, Subject Matter Expert and B&N Project Manager
- FHWA | Backcasting Approaches to Support Vision Zero Based Goals, Subject Matter Expert & B&N Project Manager

**Natalie Villwock-Witte, PhD, PE | Post-Crash Evaluation and Trauma Support Framework (MSU) | Education: PhD, Purdue University | Experience: 19 years**

Natalie has worked for Western Transportation Institute at MSU for more than 13 years, tackling a myriad of research challenges. Natalie has sought to relate surrogate safety measures to crash histories and has evaluated behavioral changes. Bridging safety and equity, Natalie presented at the 2023 Smart Rural Seminar on addressing rural transportation equity needs through multimodal options. Natalie was also a contributing author to an ITE Journal article – “Improving Traffic Safety Culture Using a Novel Dissemination Method”. Natalie’s relevant research includes:

- Effectiveness of Highway Safety Public Education at Montana Motor Vehicle Division and Vehicle Registration Stations by Streaming a Variety of Safety Content, Project Manager
- FHWA | Emerging Technologies and Opportunities for Improved Mobility and Safety in Rural Areas, Subject Matter Expert
- Washington DOT, Wisconsin DOT, Montana DOT, and University Transportation Center (UTC) | Mobility Mindset of Millennials in Small Urban and Rural Areas, Subject Matter Expert
- TR News Article | A Seat at the Table: Transportation Decision Making in Rural, Tribal, and Frontier Areas, Co-Author

**Dana Biscan, PE | Equity Analysis (B&N) | Education: BSCE, Arizona State University | Experience: 21 years**

Dana has a comprehensive planning background delivering complex projects that meet stakeholder needs and provide equitable solutions. Having experience delivering both general transportation plans as well as safety-focused plans, Dana provides a unique understanding of the needs of communities today. As the Planning Director in our Phoenix, Arizona office, Dana understands how to plan in both the urban and rural environments. She also has provided innovative methodologies to incorporate equity into project development and prioritization processes. Her relevant project experience includes:

- Northern Arizona Council of Governments | Strategic Transportation Safety Plan (RSTSP), Project Manager
- MetroPlan (Flagstaff) | Stride Forward Regional Transportation Plan (RTP) 2045, Project Manager
- FHWA | Backcasting Approaches to Support Vision Zero Based Goals, Subject Matter Expert

**Maria Cantrell, PE | TSAP Lead (B&N) | Education: BSCE, The Ohio State University | Experience: 21 years**

Maria has a diverse background in Civil Engineering with her most recent experience as the Vision Zero Coordinator for the City of Columbus, Ohio. In this role, Maria led the charge to develop Columbus’ first Vision Zero Action Plan which outlines specific actions and strategies focused on eliminating traffic fatalities and serious injuries. Through this effort, Maria led stakeholder engagement across the City and helped Columbus successfully secure an Implementation Grant from the SS4A program. Her relevant project experience since joining B&N in 2023 includes:

- Oklahoma DOT | Strategic Highway Safety Plan (SHSP), Subject Matter Expert, Stakeholder Engagement Lead
- West Virginia DOT | Vulnerable Road User (VRU) Assessment, Subject Matter Expert and Plan Development Lead
- Wichita Area MPO | Comprehensive Safety Action Plan, Subject Matter Expert and Plan Development Lead
- Ammon, Idaho | Comprehensive Safety Action Plan, Subject Matter Expert
- Huber Heights, Ohio | Traffic Safety Action Plan, Project Manager

**Shane Turner, PhD, BE, FEEngNZ, CPEng, MITE | SSA Readiness (Abley) | Education: PhD, University of Canterbury | Experience: 35 years**

Shane has more than 30 years of experience in transportation engineering, strategic road safety, and transportation planning and research. He currently serves as the Road Safety Technical Director for Abley in New Zealand. He is active internationally through memberships on TRB standing committees, being on the editorial board of the TRB and Australasian Road Safety Journal and through his global activities with International Road Assessment Program (iRAP) and the APRSO (Asia Pacific Road Safety Observatory). Through this experience, Shane contributes to international best practices. His research experience and understanding of the SSA enable him to provide cutting-edge advice in the development of road safety strategies, priorities, improvement projects, and guidance tools. Relevant experience includes:

- ITE/FHWA/USDOT | Speed Management for the Safe System Approach, Subject Matter Expert
- Coquitlam Council, Canada | Coquitlam Road Safety Strategy, Expert Advisor
- Austroads | Keeping People Safe While Walking – Stream 1, Co-Team Leader
- Waka Kotahi New Zealand Transport Agency | Safer Network Program, Safe System Advisor

**Kimberly Webb | Public Involvement Lead (PointNorth) | Education: B.S., Conflict Resolution, Portland State University | Experience: 15 years**

Kimberly brings a wealth of experience engaging diverse communities and providing strategic communications to infrastructure projects. Through her 15 years of professional experience, Kimberly has focused on impactful projects that improve the livability of Oregon’s communities. Her approach to engaging communities leverages an equity lens and provides the public with access to meaningful opportunities to provide feedback and acquire information. Kimberly has found that successful equity work comes from forming partnerships within communities. Her relevant project roles and agency experience includes:

- OR and WA DOT | Interstate Bridge Replacement Program, Communications Lead
- Public Information Officer at Clackamas County, OR
- Government Liaison at Oregon DOT
- Public Information Officer / Community Affairs Coordinator at Oregon DOT

Staff supporting this effort also include:

Support Staff	Qualifications
<b>B&amp;N</b>	
Bryan O’Reilly, MS <i>4 years of exp. Equity, GIS Specialist</i>	Bryan is a geospatial analysis expert and data scientist who has experience in transportation planning and traffic safety analysis, demographic forecasting, emergency management, supply chain analysis and statistical analysis. He uses geospatial data visualization to convey complex analysis to stakeholders including local agency personnel, policymakers, and the general public.
MariaAngélica Deeb, PE, PTOE, MS, MEP, MPA, ENV SP <i>20 years of exp. Equity</i>	Prior to joining B&N in June 2024, MariaAngélica worked for the City of Mesa, Arizona and has expertise in equity considerations and safety planning. Having worked for both a local community and the Arizona DOT, she understands the challenges and needs of public agency staff. Additionally, as a native of Columbia, MariaAngélica recognizes the need for diverse community engagement and equitable solutions.
Molly Loucks, PE <i>11 years of exp. Funding Specialist</i>	Molly is one of B&N’s transportation funding specialists. She has helped local agencies secure millions of dollars in federal discretionary funding through programs like the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) and SS4A grants. Molly currently serves as the project manager for the Safety Plan for Ammon, Idaho and the greater Bonneville County in rural Idaho.
<b>MSU</b>	
Jaime Sullivan, PE <i>25 years of exp. Equity Analysis, Rural Considerations</i>	Jaime is a Senior Research Engineer at the Western Transportation Institute (WTI) at Montana State University Bozeman with experience in emerging safety issues such as local road safety, Vision Zero strategies, and traffic safety culture. She currently serves as the Director for the National Center for Rural Road Safety, and Manager of the Public Lands Transportation Fellows program. Jaime routinely serves as a voice for rural transportation safety and speaks at conferences and to committees, including the National Rural ITS Steering Committee.
Jay Otto, MS <i>35 years of exp. Behavioral Solutions, Post-Crash Evaluation</i>	Jay is a Principal Scientist and Co-Director at the Center for Health and Safety Culture. He has engaged in national, state, and community-level projects seeking to measure and grow positive safety cultures to address a variety of issues including substance misuse, violence, child maltreatment, and traffic safety. Jay uses his engineer training to make his current research applied and valuable in the field. Jay leads the research efforts for the Center including research design, survey design and interpretation, and quantitative analysis, and he also is a principal investigator and trainer.
<b>Abley</b>	
Paul Durdin <i>25 years of exp. Safe System Approach</i>	Paul is an internationally recognized road safety expert in the field of traffic engineering and transportation planning. He has been an integral individual for helping organizations develop Safe System strategies, guidelines, technical road safety risk assessment techniques and prioritization methods to help realize Vision Zero. Paul is also a leading provider of industry guidance and best practice research for Austroads – the head organization of Australasian roadways.
<b>PointNorth</b>	
Sam Stites <i>13 years of exp. Engagement</i>	Sam serves as a communications manager for PointNorth. In this role, he crafts narratives that help clients convey their message and broaden their reach. He loves finding and expressing the “why” behind work pushing to create transformational change and uplift historically marginalized communities. Having nearly a decade in the news business, Sam brings a talent for connecting with people and making them feel comfortable to tell their story.
<b>Johns Hopkins</b>	
Wendy Shields, PhD, MPH <i>25 years of exp. Trauma Support Framework</i>	Wendy is a Senior Scientist at the Johns Hopkins Bloomberg School of Public Health and the Associate Director of Johns Hopkins Center for Injury Research and Policy. She has expertise working with communities, including the tribal communities, and participating in planning meetings and discussions on potential Safe System solutions. Wendy was a member of the Safe Streets Consortium and was part of the planning committee for the inaugural Vision Zero Academy in Washington, DC. Wendy co-authored the Behavioral Traffic Safety Cooperative Research Program report on Behavioral Interventions to Improve Child Passenger Safety in For-Hire Vehicles.
Anthony Carlini, MS <i>25 years of exp. Trauma Support Framework</i>	Anthony has extensive experience coordinating data collection and data management in the trauma setting. He has served as the Director for Informatics at the Coordinating Center of the Major Extremity Trauma Research Consortium, a group of over 80 hospitals conducting clinical trials in orthopedic trauma. In this role, he has overseen research data collection for thousands of patients in trauma centers across the country. His research interests center on the costs and outcomes of injury. He also studies the administration, organization and policies of trauma and EMS systems.

# BURGESS & NIPLE

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Wells Fargo Center | 1300 S.W. Fifth Avenue | Suite 3750 | Portland, OR 97201 | 503.914.0185

August 15, 2024

Mr. Rob Sadowsky  
Transportation Safety Outreach Coordinator  
Clackamas County  
2051 Kaen Road  
Oregon City, OR 97045

RE: Consolidated Planning for Traffic Safety Scope of Work

Dear Mr. Sadowsky,

Please find attached Burgess & Niple's scope of work and cost proposal for the Consolidated Planning for Traffic Safety contract. This scope of work and cost proposal supersedes the information provided in our response to RFP#2024-56 dated July 9, 2024. The efforts herein are inclusive of only the first phase of this project with future phases to be scoped at a later date.

The total fees for this time and material contract are not to exceed \$1,185,000.

We look forward to working with you on this effort. Please contact me at 812.459.6096 or via email at [Kendra.schenk@burgessniple.com](mailto:Kendra.schenk@burgessniple.com) if you have any questions or concerns.

Sincerely,

Kendra M. Schenk, PE, PTOE, RSP<sub>21</sub>  
Project Manager

Jason Tell  
Principal-in-Charge

Enclosure

## Scope of Work

The following scope of work is broken into seven main tasks –

- Task 1: Develop a Post-Crash Evaluation and Trauma Support Framework (TRIAGE)
- Task 2: Evaluate and Integrate Equity into Planning Processes (EQUITY)
- Task 3: Perform a Safe System Approach (SSA) Readiness Assessment (SSA)
- Task 4: Maintain Crash Data and Produce Regular Reports (GENERAL)
- Task 5: Update the 2019 Transportation Safety Action Plan (TSAP)
- Task 6: SSA Integration (SS4A)
- Task 7: Project Management (PM)

Efforts included in the first phase of this project are detailed below.

### **Task 1: Develop a Post-Crash Evaluation and Trauma Support Framework (TRIAGE)**

This task will support the development of a Post-Crash Evaluation and Trauma Support Framework. The following subtasks will be included in this effort:

#### **TRIAGE1: Conduct Peer Practice Interviews and Research**

The consultant team will conduct a review of peer practices for post-crash care support and will conduct interviews with peer agencies. While many agencies, especially rural agencies, are not currently practicing post-crash care-specific support, the first part of this effort will include creating a list of agencies and practices to be reviewed. At a minimum, The Washington Traffic Safety Commission, the City of San Francisco, and Chicago practices will be reviewed. The interim deliverable for this task will be a bulleted list of potential agencies and a high-level summary of their practices. From this list, the consultant team will collaborate with Clackamas County to determine which practices should be reviewed in more detail and which agencies would be good for a peer interview.

The second phase of this task will include a more detailed review of agency practices (it is expected that up to six practices may be reviewed). Additionally, agencies (it is expected that up to three agencies) will be interviewed virtually about their post-crash care practices. The consultant team will generate a list of interview questions prior to the interview and provide to Clackamas County for review.

#### **Deliverables:**

- Bulleted list of potential agencies/practices to review
- Detailed matrix of findings from the review of peer agency practices (up to six (6) practices)
- Interview questions
- Virtual interviews with up to three (3) agencies

#### **TRIAGE2: Document Existing Post-Crash Care Programs Procedures & Responses**

The consultant team will review existing practices and procedures for post-crash care within Clackamas County. Feedback will be obtained through an online questionnaire from mental health and other related professionals as well as crash victims to inform the types of trauma support that will be useful following a crash. The consultant team will coordinate with agencies like Oregon and Southwest Washington Families for

Safe Streets and the Trauma Intervention Program of Portland/Vancouver, Inc. Traffic Accident Response Team to seek anonymous feedback from local crash victims. A review of the survey will be provided to Clackamas County prior to publication.

The consultant team will also conduct virtual interviews with local first responders, outreach agencies like the two mentioned above, and staff at local trauma centers to understand the current practices around post-crash care in Clackamas County. A list of questions will be generated by the consultant team and provided to Clackamas County for review prior to the interviews. It is anticipated that up to 10 interviews will be conducted as part of this effort.

This task will also include a review of crash reports and narratives outside of the statute of limitations to identify trends with the ultimate goal of providing recommendations for upstream social and behavioral interventions, engineering improvements, and policy changes that could eliminate severe crashes in Clackamas County.

The findings from the TRIAGE1 task as well as this task will be summarized in a technical memorandum to inform guidance for post-crash care and support for Clackamas County.

**Deliverables:**

- Online questionnaire for mental health (and other related) professionals and crash victims
- Interview questions
- Virtual interviews with first responders, outreach agencies, and staff at local trauma centers (up to 10)
- Review of crash data for interventions and improvements that could be incorporated into the guidebook
- Technical memorandum summarizing findings from TRIAGE1 and TRIAGE2 tasks

**TRIAGE3: Present Findings to Working Group**

The consultant team will facilitate a virtual call with the internal working group to present the findings and inform them on the information to be presented to the external working group. This meeting will be informal and will not include a meeting summary or official presentation materials.

The consultant team will facilitate a virtual call with the external working group to present the findings from the research and interviews. As part of this meeting, the group will also discuss potential methods to improve post-crash care in Clackamas County for inclusion in the Guidebook (TRIAGE4 task). Prior to the meeting with the external working group (made up of both internal and external stakeholders), the consultant team will meet with the internal working group.

**Deliverables:**

- Virtual meeting with internal working group
- External working group meeting including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**TRIAGE4: Produce Post-Crash Triage Guidebook**

The previous tasks will inform the development of a Post-Crash Triage Guidebook for Clackamas County. Portions of the guidebook will include information to guide other local agencies and the state in implementing post-crash care support. Up to two (2) virtual meetings with the external working group and one (1) virtual meeting with the internal working group are included with this effort to solicit feedback on the guidebook materials and content.

**Deliverables:**

- Draft Post-Crash Triage Guidebook
- Reference materials to be used during the triage and post-crash care processes (anticipated up to four reference materials will be developed)
- One virtual meeting with the internal working group
- Two (2) Virtual Meetings with the external working group each including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**TRIAGE5: Receive Final Report, Budget, & Engagement Plan**

In addition to the framework for post-crash care, the guidebook will contain an approximate budget to carry out the efforts contained therein and a method for engaging first responders and health professionals on how to implement the framework.

This task will include both an engagement plan for how to reach those who will be implementing the guidebook and one in-person (with virtual options) facilitation of a workshop to introduce the guidebook and overall framework. Clackamas County will support securing a location for the workshop. The consultant team will collaborate with Clackamas County to establish a list of attendees to participate in the workshop. If possible, this workshop could align with other conferences or meetings taking place in Oregon that would involve some of the same participants.



**Deliverables:**

- Final Post-Crash Triage Guidebook
- Disposition of Comments on Draft Post-Crash Care Triage Guidebook
- Approximate budget for carrying out efforts identified in the Post-Crash Care Triage Guidebook
- Engagement Plan for implementation of guidebook
- One in-person (with virtual options) workshop to inform first responders and other applicable parties
  - Agenda
  - PowerPoint presentation
  - In-person workshop facilitation
  - Workshop summary

**Task 2: Evaluate and Integrate Equity into Planning (EQUITY)**

This task will support the development of a toolkit and guidebook for integrating equity considerations into planning and engagement throughout the County. The following subtasks will be included in this effort:

**EQUITY1: Conduct Research for Community Engagement**

The consultant team will conduct research to establish best practices for community engagement and equity considerations. Four main tasks will be completed as part of this effort.

**Peer Interviews:** The consultant team will virtually interview up to three peer agencies who are integrating equity into decision-making and community engagement. The team will utilize contacts and resources from the Rural Road Safety Center at Montana State University (MSU) to determine potential agencies to interview. Prior to interviews, a list of questions will be provided to Clackamas County for review.

**Internal Interviews:** The consultant team will virtually interview staff internal to Clackamas County to determine the current status of equity integration into projects and community engagement. This may include staff from the Health, Housing, and Human Services group as well as staff working on the Sunrise Corridor project. The consultant team will coordinate with Clackamas County to establish the final list of interview participants (up to five interviews expected) and a list of interview questions will be provided to Clackamas County ahead of the interviews for review.

**External Interviews:** The consultant team will virtually interview members of the community, specifically those from Community Based Organizations (CBOs) and non-profits to determine methods that may be employed to best engage the residents of Clackamas County. The consultant team will coordinate with Clackamas County to establish the final list of interview participants (up to five interviews expected) and a list of interview questions will be provided to Clackamas County ahead of the interviews for review.

**Demographics Research:** To better understand the makeup and population characteristics of the county, the consultant team will evaluate the current demographics using available Census and American Community Survey (ACS) data. Through this effort, a series of web-based maps will be generated to illustrate the demographics in the region. As part of this effort, research into the future makeup of Clackamas County will be conducted. Resources from Oregon DOT and Oregon Metro may be used to supplement this information. The

future makeup of Clackamas County will be displayed in a web-based map and through a short text summary in the technical memorandum.

**Framework for Clackamas County:** Using the information gathered as part of this task, the consultant team will lay out a framework for Clackamas County for potential methods to engage with underserved communities on all projects. This framework will serve as the basis for the toolkit and guidebook for equity-based community engagement. This framework will be summarized in a technical memorandum that will include the findings from the interviews and demographic research.

**Deliverables:**

- List of peer agencies to interview
- Interview questions for peer agencies
- Facilitated (virtually) peer interviews (up to three)
- List of interview participants internal to Clackamas County staff
- Interview questions for Clackamas County staff
- Facilitated (virtually) internal staff interviews (up to five)
- List of interview participants external to Clackamas County staff
- Interview questions for external participants
- Facilitated (virtually) external participants (up to five)
- Web-based demographic maps
- Technical memorandum summarizing findings and potential framework for Clackamas County

**EQUITY2: Present Recommendations and Findings**

The consultant team will present the research findings (virtually) to the internal working group and external working group.

**Deliverables:**

- Virtual meeting with the internal working group
- Virtual meeting with the external working group including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

**EQUITY3: Implement Findings and Fine-Tune Tools for Engagement**

This task involves the development of a guidebook for equity considerations and engagement for Clackamas County. Additionally, tools such as checklists, resources for community contacts, and equity mapping/scoring information will be developed in this task.

**Community Engagement Guidebook:** The consultant team will develop a digital (PDF format) guidebook to steer equity considerations and community engagement for projects within Clackamas County. This guidebook will be based on the research conducted and framework outlined in the EQUITY1 task. At a minimum, the guidebook will include methods and practices for engaging the community on various project

types, a checklist for community engagement (before, during, and after outreach), and resources for CBOs and other community groups that can be conduits to residents in Clackamas County. One virtual meeting with the internal working group is also included to solicit feedback on the planned engagement methods.

**Equity Tool:** The consultant team will develop a web-based tool to identify areas within the county with specific demographics (i.e., race, primary language, disabilities, income levels, etc.) that should be specifically considered during project development. In concurrence with the TSAP being developed with this contract, crash data can also be overlaid with demographic data to determine areas that may be overrepresented with respect to traffic safety. The consultant team will work with Clackamas County to determine methodologies for scoring areas (likely at the Census tract level – smaller if data is available at that level) for equity considerations.

**Deliverables:**

- Virtual meeting with internal working group
- Draft Community Engagement Guidebook
- Disposition of Comments on Draft Community Engagement Guidebook
- Final Community Engagement Guidebook
- Web-based equity tool
- Documentation summarizing the methodology of the equity tool

**EQUITY4: Core Competency Training**

The consultant team will present an in-person (with virtual options) workshop to internal Clackamas County staff to inform on the importance of equity and how to use new guidebook and tools developed as part of this effort. This workshop will be held after completion of the final guidebook and tools. Staff from across multiple groups at the county will participate in the workshop. Clackamas County will support securing a location for the workshop. The consultant team will collaborate with Clackamas County to establish a list of attendees to participate in the workshop.

**Deliverables:**

- One in-person (with virtual options) workshop to inform staff on equity considerations and engagement
  - Agenda
  - PowerPoint presentation
  - In-person workshop facilitation
  - Workshop summary

**Task 3: Perform Safe System Approach (SSA) Readiness Assessment (SAFE SYSTEM)**

This task will evaluate the County’s readiness for SSA adoption and will roadmap the actions needed to achieve full adoption of the SSA. The following subtasks will be included in this effort:

**SAFE SYSTEM1: Conduct Research and Interviews**

This effort will include conducting research into the current Clackamas County plans and processes and conducting interviews to determine where policies could be updated to accommodate SSA principles. The following subtasks are included in this effort:

**Research of Current Plans and Processes:** The consultant team will conduct a review of the current plans and processes published within the County. At a minimum, the following documents will be reviewed and summarized:

- Comprehensive Plan
- Transportation System Plan (an update is pending – will involve coordination with selected consultant)
- Walk-Bike Plan
- Roadway Standards
- Community Health Improvement Plan
- Zoning and Development Ordinance
- 5-Year Transportation Capital Improvement Plan
- Performance Clackamas

The consultant team will collaborate with Clackamas County to determine if additional documents should be reviewed. It is assumed that up to five additional documents/processes may be reviewed or evaluated.

**Workshop with Key Collaborators:** The consultant team will conduct an in-person workshop with Clackamas County staff (including non-transportation professionals) and other key collaborators who may not be employed by Clackamas County (i.e., fire departments, etc.). The goals of this workshop include setting the stage for the importance of the SSA and understanding where Clackamas County may be in implementing the SSA. Polling will be conducted to evaluate the level of integration in the six areas of SSA integration – Culture, Leadership and Commitment, Planning, Data Analysis, Project Delivery, and Safe System Framework.

**Interviews with Key County Staff:** From the workshop and document review, the consultant team will collaborate with Clackamas County to determine personnel who should be interviewed for more information about SSA adoption. Such personnel may include representatives from the County Health Department, the District Attorney, and Economic Development Agency. For the purposes of this effort, it is assumed that up to three virtual interviews will be conducted. Interview questions will be drafted prior to the interview for review by Clackamas County.

**Deliverables:**

- One in-person (with virtual options) workshop to evaluate SSA readiness
  - Agenda
  - PowerPoint presentation
  - In-person workshop facilitation
  - Workshop summary
- List of county personnel to interview
- Interview questions
- Facilitated (virtually) interviews (up to three)

### **SAFE SYSTEM2: Produce and Present SSA Readiness Evaluation**

This task includes developing a summary of the findings in the SAFE SYSTEM1 task as well as a list of actions that could be implemented to foster the adoption of the SSA throughout Clackamas County. The SSA Readiness Evaluation (PDF document) will include the following:

- Summary of document review
- Findings from readiness assessment (workshop and interviews)
- List of opportunities to build upon (efforts that should be continued/expanded)
- List of priority challenges and potential solutions to address the challenges

Once a draft evaluation is completed, the consultant team will present the findings to the internal working group and external working group via a virtual meeting.

#### **Deliverables:**

- Draft SSA Readiness Evaluation
- Disposition of Comments on Draft SSA Readiness Evaluation
- Final SSA Readiness Evaluation
- Virtual meeting with the internal working group
- Virtual meeting with the external working group including:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

### **SAFE SYSTEM3: Produce SSA Readiness Guidebook**

This task includes developing a guidebook for other agencies (of varying size) to assess their readiness for SSA adoption. This electronic document (PDF format) will be a source of information for agencies in Oregon looking to implement the SSA. The guidebook will likely include the following sections:

- Tips for introducing staff/leadership to the SSA to secure buy-in
- Methods for evaluating readiness for SSA adoption
- Sample strategies for implementation (including short-term and long-term strategies)

#### **Deliverables:**

- Draft SSA Readiness Guidebook
- Disposition of Comments on Draft SSA Readiness Guidebook
- Final SSA Readiness Guidebook

### **Task 4: Crash Data and Reporting (RESERVED)**

At this time, there are no specific deliverables identified for this effort. Potential tasks that have been discussed with the County include assisting Clackamas County in creating reports that illustrate progress towards implementing strategies and actions to mitigate crashes as well as creating a dashboard that could be shared with the public. \$25,000 (100 to 125 hours) is reserved for this task to be used for meetings with County staff to identify and carryout specific deliverables that can be delivered within the task budget.

### Task 5: Update the 2019 TSAP (TSAP)

This effort will include updating the 2019 TSAP. The following subtasks are included in this effort:

#### TSAP1: Stakeholder Coordination

This effort will include convening the external working group to help shape the update of the TSAP. The individuals who are part of this group will be responsible for carrying out the strategies and actions identified in the TSAP.

It is anticipated that three in-person (with virtual options) meetings will be held for this effort:

Meeting #1 will be an all-day workshop and will focus on the following outcomes:

- Provide an overview of the entire project process to set expectations and goals for the efforts,
- Review the 2019 TSAP to determine successes and challenges with the previous plan,
- Discuss high-level crash analysis comparisons between most recent data and the data in the 2019 TSAP,
- Perform an abbreviated backcasting effort to envision the future of Clackamas County, and
- Identify priorities for 2025 TSAP.

Meeting #2 (90 to 120 minutes) will focus on the following outcomes:

- Review detailed crash analysis results,
- Develop specific vision, goals and objectives for the plan, and
- Discuss the results of the hot spot and systemic analysis.

Stakeholder meeting #3 (90 to 120 minutes) will focus on the following outcomes:

- Review performance measures and
- Collaborate to identify proven program, policy and project solutions for the emphasis areas.

#### Deliverables:

- Three meetings with the external working group each including the following:
  - Agenda
  - PowerPoint presentation
  - Virtual meeting facilitation
  - Meeting summary

#### TSAP2: Public Involvement

This effort will include developing a plan for outreach to the residents of Clackamas County to seek input on the TSAP update. Intentional engagement of underserved and rural communities will be of particular focus. Using the results of the EQUITY task as well as through collaboration through other planning projects occurring within the County, the consultant team will develop a plan for engaging the public to solicit feedback specific to the TSAP needs. The actual outreach may be conducted as part of a future phase of this effort or as part of a different effort altogether (i.e., the Transportation System Plan).

**Deliverables:**

- Three virtual meetings with Clackamas County staff (and/or appropriate consultant teams) to discuss the public engagement process for the TSAP and other ongoing efforts
- Framework, in the form of a technical memorandum, for engaging the public specific to the needs of the TSAP.

**TSAP3: Data Collection and Analysis**

This effort includes analysis of existing crash data with the following subtasks:

**Existing Crash Trends and Emphasis Areas:** The consultant team will use the most recent five years of data to evaluate crash trends. Figures and tables will be developed to understand the crash trends (e.g., by jurisdiction, by roadway type), external factors impacting safety (population, VMT), safety performance, crash types, and contributing factors. This information will be populated into a PowerPoint and shared at the Stakeholder Meetings. The final data will also be used in the final TSAP to demonstrate safety needs and opportunities.

**Evaluate 2019 TSAP Project List:** The consultant team will review and evaluate the 2019 TSAP project list to determine which projects have been implemented and which projects may still be viable in the updated TSAP.

**Hot Spot Location Identification:** Clackamas County staff will provide the consultant team with the top intersection and segment information for the County from the Vision Zero Suite. The consultant team will translate this information into maps for inclusion in the final TSAP.

**Systemic Analysis:** The consultant team will perform a systemic analysis for the entire county to determine risk factors that may be contributing to severe crashes. The consultant team will collaborate with Clackamas County to determine available ArcGIS data for the roadway network. Such data could include functional classification, posted speed limits, land uses, number of lanes, traffic volumes, transit stops, and roadway widths. Using the historical crash data and available ArcGIS data, risk factors will be determined. The consultant team will then identify roadway sections within the county with a presence of these risk factors. Collaborating with Clackamas County, a weighting may be applied to risk factors to score segments that may have a higher propensity for severe crashes, regardless of if there is a history of crashes occurring there. The consultant team will provide the results of this analysis through mapping and tabular format. The identified factors will be detailed in a technical memorandum for inclusion as an appendix to the TSAP.

**Deliverables:**

- Crash trend evaluations (graphic and tabular formats)
- Summary of projects and strategies in 2019 TSAP and progress made toward each
- Maps/tables of hot spot locations and high-risk locations

#### **TSAP4: Vision Strategies, Actions, and Projects**

This effort includes developing a vision and goals based on the crash data and outreach. A vision for the region as well as interim goals will be included in the TSAP.

Additionally, strategies, actions, and projects will be identified for inclusion in the TSAP. Strategies and actions will be arranged in short-, medium-, and long-term timeframes to help direct appropriate resources. It is anticipated that some of the strategies and actions will include those opportunities identified in the SSA Readiness Evaluation.

Spot-location projects will be developed in collaboration with Clackamas County staff. Projects will be general (e.g., intersection safety enhancements, roadway reconfigurations, etc.) as locations will not be studied in detail to determine the preferred solution (e.g., roundabout versus Restricted Crossing U-Turn intersection). The consultant team will develop high-level cost estimates for up to 20 projects identified for inclusion in the TSAP. These costs will be planning level and will not involve project layouts and detailed quantity estimates. Part of this effort will include developing a process or tool to prioritize projects for implementation in the County. One key component of the prioritization process will be equity considerations (as determined from the EQUITY task).

Systemic projects will also be determined in collaboration with Clackamas County staff. Costs developed for these types of projects may be on a per-mile basis and not specific to a particular location.

#### **Deliverables:**

- Vision and goal for the region
- Strategies and actions (non-infrastructure)
- List of infrastructure projects (both spot and systemic)
- High-level cost estimates for infrastructure projects
- Process and tool for prioritizing spot-location infrastructure projects

#### **TSAP5: Performance Measures**

The consultant team will identify performance measures that will be used to evaluate the success of the plan. Performance measures will be developed in terms of outcomes (e.g., number of crashes, number of fatalities reduced) and implementation (e.g., number of safety campaigns produced, number of students completing training). The outcome-based measures are those that are not directly in the control of Clackamas County staff and the plan implementers. The implementation-based measures indicate the actions performed to carry out the strategies in the plan. These performance measures will be vetted with the Drive to Zero Advisory Committee.

#### **Deliverables:**

- Outcome-based performance measures
- Implementation-based performance measures



### TSAP6: Final Report

The consultant team will create a draft plan for Clackamas County to review before creating a final draft. The plan will be developed in compliance with the Safe Streets and Roads for All (SS4A) guidance and will include:

- Introduction and Planning Process
- Problem Identification (Safety Analysis and Maps)
- Public and Stakeholder Engagement
- Equity Considerations
- Current Safety Policies/Programs
- Strategies and Projects (Implementation Plan)
- Implementation and Tracking
- Self-Certification Eligibility Worksheet

After a review period, the consultant team will incorporate edits and deliver a final plan. A disposition documenting the resolutions of comments will be provided.

All deliverables will be in PDF format.

### Deliverables:

- Draft TSAP
- Disposition of Comments on Draft TSAP
- Final TSAP

### Task 6: SSA Integration (SS4A) (PHASE 2)

Because this effort is dependent on the findings of other tasks detailed herein, this task is reserved until Phase 2 of the project. A detailed scope and budget will need to be agreed upon before work will begin. A scope for this effort will be developed when the other tasks are nearing completion and there is an understanding of the specific needs of this task. Prior discussions with the County identified potential deliverables such as:

- **SSA Implementation** – revising or developing policies within Clackamas County to help integrate the SSA throughout all departments (defined as SAFESYSTEM3 in the Request for Proposals).
- **Website Framework** – collaborating with Clackamas County staff to review the current website for the Transportation and Development section to incorporate a Safe System lens.
- **Funding Roadmap** – Once projects have been identified for the TSAP, a funding roadmap will be developed to indicate funding sources that may be available to support implementation.
- **Presentations** - As needed presentations to leadership both within the County and external organizations such as ODOT and USDOT.

### Task 7: Project Management (PM)

This task includes efforts for project management, general coordination, and quality assurance throughout the entire project. Subtasks include:

#### PM1: Kickoff Meeting

The consultant team, including all of the task leads, will meet virtually with the Clackamas County project management team to kickoff the project. The purpose of this meeting is to provide introductions, finalize the schedule, and establish regular coordination meetings.

#### Deliverables:

- Facilitation of virtual kickoff meeting
- Kickoff meeting summary

#### PM2: Document Templates

While no branding will be developed as part of this project, it is important that all deliverables have a consistent theme. This task will involve the development of templates to use that are branded with the Clackamas County colors and logo based on the guidelines and formats provided by Clackamas County.

#### Deliverables:

- Templates for the following documents:
  - Agendas
  - PowerPoint Presentations
  - Technical Memorandums
  - Guidebook/Report

#### PM3: Coordination Calls

The consultant team and Clackamas County will meet virtually for one hour every three weeks for the duration of the project, as needed. Depending on the topics being discussed, various team members may attend. After each meeting, a summary of action items will be distributed.

#### Deliverables:

- Virtual coordination calls (1-hour each, assume 36 meetings in 27 months)
- Email summary of action items

#### PM3: Project Management and Invoicing

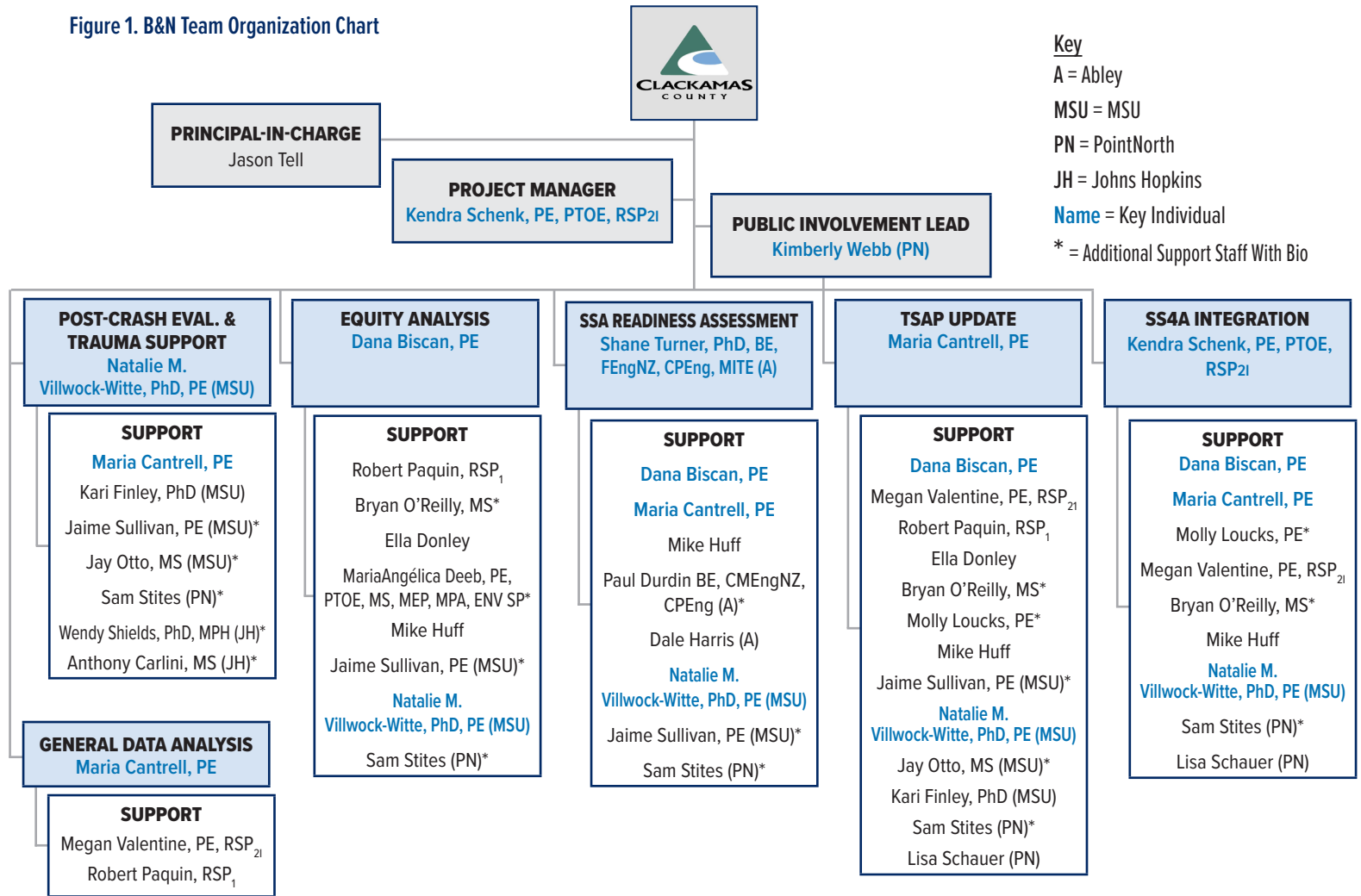
This task includes efforts for project management and progress reporting, general quality assurance, and invoicing.



### Comprehensive Expertise to Cover all Phases

The organization chart in Figure 1 summarizes the personnel who will be serving the County. The chart is centered around the tasks highlighted in the Request for Proposals (RFP) beginning on page 9. In addition to our Project Manager and Task Leads, we have provided resumes for a few key support staff who lend specific experience to this effort and will help drive its successful implementation.

Figure 1. B&N Team Organization Chart



### Key Individuals

#### Kendra Schenk, PE, PTOE, RSP<sub>21</sub> | Project Manager (B&N)

Education: BSCE, Purdue University | Experience: 13 years

Kendra has a passion for safety which is evident through her work in assisting states, local agencies and Metropolitan Planning Organizations identify solutions to reduce crashes on their roadways. She is a proven implementer of the SSA in planning, policy and infrastructure projects. She has unmatched knowledge using predictive analysis detailed in the Highway Safety Manual, performing systemic analysis for agencies across the country and developing implementable Vision Zero and Safety Action Plans that are compliant with the SS4A guidelines. Kendra is **NATIONALLY** known for her extensive experience in safety analysis. Kendra is also a subject matter expert on an FHWA task to incorporate the SSA into safety improvement projects and policies. She serves on the TRB Committee on Transportation Safety Management Systems which is one of the committees at the forefront of advancing the SSA.

Kendra’s dedication to her clients is second only to her passion for safety. She has managed projects across the country – from Kansas to West Virginia, from Arizona to Ohio. Her clients have come to trust Kendra as she provides

exemplary communication throughout the entire project process, even when she is not local to the community in which she is working. Having managed dozens of projects in her career, Kendra effectively manages the team’s budget and resources, deploying staff as needed to deliver quality products on time and on budget.

Her relevant project experience includes:

- West Virginia DOT | Vulnerable Road User (VRU) Assessment, Project Manager
- Wichita Area MPO | Comprehensive Safety Action Plan, Project Manager
- Ammon, Idaho | Comprehensive Safety Action Plan, Safety Lead
- NCHRP | Report 17-101: Applying the Safe System Approach to Transportation Planning, Design, and Operations in the U.S., Subject Matter Expert & B&N Project Manager
- NCHRP | Report 20-24(45): Harnessing the Safe System to Improve Traffic Safety, Principal Investigator
- FHWA | Integrating Safe System Solutions into Highway Safety Improvement Projects, Subject Matter Expert and B&N Project Manager
- FHWA | Backcasting Approaches to Support Vision Zero Based Goals, Subject Matter Expert & B&N Project Manager

**Natalie Villwock-Witte, PhD, PE | Post-Crash Evaluation and Trauma Support Framework (MSU) | Education: PhD, Purdue University | Experience: 19 years**

Natalie has worked for Western Transportation Institute at MSU for more than 13 years, tackling a myriad of research challenges. Natalie has sought to relate surrogate safety measures to crash histories and has evaluated behavioral changes. Bridging safety and equity, Natalie presented at the 2023 Smart Rural Seminar on addressing rural transportation equity needs through multimodal options. Natalie was also a contributing author to an ITE Journal article – “Improving Traffic Safety Culture Using a Novel Dissemination Method”. Natalie’s relevant research includes:

- Effectiveness of Highway Safety Public Education at Montana Motor Vehicle Division and Vehicle Registration Stations by Streaming a Variety of Safety Content, Project Manager
- FHWA | Emerging Technologies and Opportunities for Improved Mobility and Safety in Rural Areas, Subject Matter Expert
- Washington DOT, Wisconsin DOT, Montana DOT, and University Transportation Center (UTC) | Mobility Mindset of Millennials in Small Urban and Rural Areas, Subject Matter Expert
- TR News Article | A Seat at the Table: Transportation Decision Making in Rural, Tribal, and Frontier Areas, Co-Author

**Dana Biscan, PE | Equity Analysis (B&N) | Education: BSCE, Arizona State University | Experience: 21 years**

Dana has a comprehensive planning background delivering complex projects that meet stakeholder needs and provide equitable solutions. Having experience delivering both general transportation plans as well as safety-focused plans, Dana provides a unique understanding of the needs of communities today. As the Planning Director in our Phoenix, Arizona office, Dana understands how to plan in both the urban and rural environments. She also has provided innovative methodologies to incorporate equity into project development and prioritization processes. Her relevant project experience includes:

- Northern Arizona Council of Governments | Strategic Transportation Safety Plan (RSTSP), Project Manager
- MetroPlan (Flagstaff) | Stride Forward Regional Transportation Plan (RTP) 2045, Project Manager
- FHWA | Backcasting Approaches to Support Vision Zero Based Goals, Subject Matter Expert

**Maria Cantrell, PE | TSAP Lead (B&N) | Education: BSCE, The Ohio State University | Experience: 21 years**

Maria has a diverse background in Civil Engineering with her most recent experience as the Vision Zero Coordinator for the City of Columbus, Ohio. In this role, Maria led the charge to develop Columbus’ first Vision Zero Action Plan which outlines specific actions and strategies focused on eliminating traffic fatalities and serious injuries. Through this effort, Maria led stakeholder engagement across the City and helped Columbus successfully secure an Implementation Grant from the SS4A program. Her relevant project experience since joining B&N in 2023 includes:

- Oklahoma DOT | Strategic Highway Safety Plan (SHSP), Subject Matter Expert, Stakeholder Engagement Lead
- West Virginia DOT | Vulnerable Road User (VRU) Assessment, Subject Matter Expert and Plan Development Lead
- Wichita Area MPO | Comprehensive Safety Action Plan, Subject Matter Expert and Plan Development Lead
- Ammon, Idaho | Comprehensive Safety Action Plan, Subject Matter Expert
- Huber Heights, Ohio | Traffic Safety Action Plan, Project Manager

**Shane Turner, PhD, BE, FEEngNZ, CPEng, MITE | SSA Readiness (Abley) | Education: PhD, University of Canterbury | Experience: 35 years**

Shane has more than 30 years of experience in transportation engineering, strategic road safety, and transportation planning and research. He currently serves as the Road Safety Technical Director for Abley in New Zealand. He is active internationally through memberships on TRB standing committees, being on the editorial board of the TRB and Australasian Road Safety Journal and through his global activities with International Road Assessment Program (iRAP) and the APRSO (Asia Pacific Road Safety Observatory). Through this experience, Shane contributes to international best practices. His research experience and understanding of the SSA enable him to provide cutting-edge advice in the development of road safety strategies, priorities, improvement projects, and guidance tools. Relevant experience includes:

- ITE/FHWA/USDOT | Speed Management for the Safe System Approach, Subject Matter Expert
- Coquitlam Council, Canada | Coquitlam Road Safety Strategy, Expert Advisor
- Austroads | Keeping People Safe While Walking – Stream 1, Co-Team Leader
- Waka Kotahi New Zealand Transport Agency | Safer Network Program, Safe System Advisor

**Kimberly Webb | Public Involvement Lead (PointNorth) | Education: B.S., Conflict Resolution, Portland State University | Experience: 15 years**

Kimberly brings a wealth of experience engaging diverse communities and providing strategic communications to infrastructure projects. Through her 15 years of professional experience, Kimberly has focused on impactful projects that improve the livability of Oregon’s communities. Her approach to engaging communities leverages an equity lens and provides the public with access to meaningful opportunities to provide feedback and acquire information. Kimberly has found that successful equity work comes from forming partnerships within communities. Her relevant project roles and agency experience includes:

- OR and WA DOT | Interstate Bridge Replacement Program, Communications Lead
- Public Information Officer at Clackamas County, OR
- Government Liaison at Oregon DOT
- Public Information Officer / Community Affairs Coordinator at Oregon DOT

Staff supporting this effort also include:

<b>Support Staff</b>	<b>Qualifications</b>
<b>B&amp;N</b>	
Bryan O'Reilly, MS <i>4 years of exp. Equity, GIS Specialist</i>	Bryan is a geospatial analysis expert and data scientist who has experience in transportation planning and traffic safety analysis, demographic forecasting, emergency management, supply chain analysis and statistical analysis. He uses geospatial data visualization to convey complex analysis to stakeholders including local agency personnel, policymakers, and the general public.
MariaAngélica Deeb, PE, PTOE, MS, MEP, MPA, ENV SP <i>20 years of exp. Equity</i>	Prior to joining B&N in June 2024, MariaAngélica worked for the City of Mesa, Arizona and has expertise in equity considerations and safety planning. Having worked for both a local community and the Arizona DOT, she understands the challenges and needs of public agency staff. Additionally, as a native of Columbia, MariaAngélica recognizes the need for diverse community engagement and equitable solutions.
Molly Loucks, PE <i>11 years of exp. Funding Specialist</i>	Molly is one of B&N's transportation funding specialists. She has helped local agencies secure millions of dollars in federal discretionary funding through programs like the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) and SS4A grants. Molly currently serves as the project manager for the Safety Plan for Ammon, Idaho and the greater Bonneville County in rural Idaho.
<b>MSU</b>	
Jaime Sullivan, PE <i>25 years of exp. Equity Analysis, Rural Considerations</i>	Jaime is a Senior Research Engineer at the Western Transportation Institute (WTI) at Montana State University Bozeman with experience in emerging safety issues such as local road safety, Vision Zero strategies, and traffic safety culture. She currently serves as the Director for the National Center for Rural Road Safety, and Manager of the Public Lands Transportation Fellows program. Jaime routinely serves as a voice for rural transportation safety and speaks at conferences and to committees, including the National Rural ITS Steering Committee.
Jay Otto, MS <i>35 years of exp. Behavioral Solutions, Post-Crash Evaluation</i>	Jay is a Principal Scientist and Co-Director at the Center for Health and Safety Culture. He has engaged in national, state, and community-level projects seeking to measure and grow positive safety cultures to address a variety of issues including substance misuse, violence, child maltreatment, and traffic safety. Jay uses his engineer training to make his current research applied and valuable in the field. Jay leads the research efforts for the Center including research design, survey design and interpretation, and quantitative analysis, and he also is a principal investigator and trainer.
<b>Abley</b>	
Paul Durdin <i>25 years of exp. Safe System Approach</i>	Paul is an internationally recognized road safety expert in the field of traffic engineering and transportation planning. He has been an integral individual for helping organizations develop Safe System strategies, guidelines, technical road safety risk assessment techniques and prioritization methods to help realize Vision Zero. Paul is also a leading provider of industry guidance and best practice research for Austroads – the head organization of Australasian roadways.
<b>PointNorth</b>	
Sam Stites <i>13 years of exp. Engagement</i>	Sam serves as a communications manager for PointNorth. In this role, he crafts narratives that help clients convey their message and broaden their reach. He loves finding and expressing the “why” behind work pushing to create transformational change and uplift historically marginalized communities. Having nearly a decade in the news business, Sam brings a talent for connecting with people and making them feel comfortable to tell their story.
<b>Johns Hopkins</b>	
Wendy Shields, PhD, MPH <i>25 years of exp. Trauma Support Framework</i>	Wendy is a Senior Scientist at the Johns Hopkins Bloomberg School of Public Health and the Associate Director of Johns Hopkins Center for Injury Research and Policy. She has expertise working with communities, including the tribal communities, and participating in planning meetings and discussions on potential Safe System solutions. Wendy was a member of the Safe Streets Consortium and was part of the planning committee for the inaugural Vision Zero Academy in Washington, DC. Wendy co-authored the Behavioral Traffic Safety Cooperative Research Program report on Behavioral Interventions to Improve Child Passenger Safety in For-Hire Vehicles.
Anthony Carlini, MS <i>25 years of exp. Trauma Support Framework</i>	Anthony has extensive experience coordinating data collection and data management in the trauma setting. He has served as the Director for Informatics at the Coordinating Center of the Major Extremity Trauma Research Consortium, a group of over 80 hospitals conducting clinical trials in orthopedic trauma. In this role, he has overseen research data collection for thousands of patients in trauma centers across the country. His research interests center on the costs and outcomes of injury. He also studies the administration, organization and policies of trauma and EMS systems.