

SOUTHWEST MICHIGAN PLANNING COMMISSION:

# NAPIER CORRIDOR PEDESTRIAN AND BICYCLE FEASIBILITY AND CONCEPTUAL ENGINEERING PLAN

June 13, 2017



PREPARED BY:  
Alta Planning + Design

IN ASSOCIATION WITH:  
DLZ Michigan, Inc.

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June 13, 2017

Ryan D. Fellows

Southwest Michigan Planning Commission

376 W. Main Street

Suite 130

Benton Harbor, MI 49022

**Re: Request for Proposal Napier Corridor Pedestrian and Bicycle Feasibility and Conceptual Engineering Plan**

Mr. Fellows and Members of the Selection Committee:

On behalf of Alta Planning + Design (Alta) and DLZ Michigan, Inc. (DLZ), I am pleased to submit our proposal for the Napier Corridor Pedestrian and Bicycle Feasibility and Conceptual Engineering Plan. Our Project Manager is a sometime user of the corridor and is also a transportation professional who teaches for MDOT across the State of Michigan. Because of this, we are encouraged by the recent focus by MDOT and Southwest Michigan Planning Commission (SWMPC) to help Berrien County improve walking, bicycling, and transit along this corridor. We have assembled a team of planning and engineering professionals to help tackle the challenges inherent in accommodating all roadway users on this segment of Napier Avenue from the St. Joseph River to I-94.

As a leader in active transportation planning and design, we offer a full scope of services ranging from planning, conceptual design, engineering drawings, to construction administration and management services. Knowing the full scope of a transportation project helps us to communicate effectively at each stage. We work with municipalities, regional agencies, and state departments of transportation in Michigan, Indiana, Illinois, Missouri, Kansas, and Minnesota to pair local design standards with the best national design guidance for inclusion in various roadway networks and environments. Our regional expertise is supplemented by national credentials in the development of the National Association of City Transportation Officials (NACTO) *Urban Bikeway Design Guide*, *Urban Street Design Guide*, and *Transit Street Design Guide*, and FHWA *Small Town and Rural Multimodal Networks Guide*. Alta also provides training in these best practices for planners, designers, engineers, and local agency representatives.

As Principal-in-Charge for this project, I bring more than 30 years of experience in planning and designing innovative transportation facilities. Tim Gustafson, AICP, will be Alta's Project Manager and point of contact for this effort. As a certified planner and transportation professional with more than a decade of experience in bicycle and pedestrian planning, Tim has prepared bicycle and pedestrian plans, and produced conceptual engineering plans for communities in Michigan, Indiana, Illinois, Wisconsin, and Minnesota. He has served as Project Manager and Instructor for the Indiana Department of Transportation Common Paths Training. Currently, Tim is the Project Manager and Lead Instructor for the Michigan Department of Transportation Training Wheels program, which provides education and training in the best practices in bicycle facility design. Having conducted these trainings for MDOT for communities across Michigan since 2010, Tim has met with communities looking to overcome challenges in their transportation network that involve municipal, county, and state roadways. Challenges like those on Napier Avenue occur all over Michigan and around the country. Through this experience, Tim proposes to lead SWMPC, Berrien County, St. Joseph Township, and Benton Township in finding solutions to improve walking, bicycling, and transit.

We learned from the TwinCATS meetings the region faces challenges with how planning and operational processes and policies help TwinCATS achieve its objectives for Complete Streets. While this occurs across various levels of government, Alta's approach to finding a solution includes the development of conceptual designs, discussions with agency representatives who are involved in various stages of a project, and the elimination of communication and information barriers to avoid projects from stalling when someone says "we have no standard for that," or "our design standards won't allow it."

Our team includes DLZ, for their expertise in design of transportation facilities and frequent coordination with various transportation agencies including MDOT in planning and design.

As indicated in the request for proposals, this area is home to a large population of residents for where access to an automobile is limited and transit-dependence is common. Recognizing the need to accommodate these individuals is a critical component to elevating the importance of these users' needs and achieving equity. Current dial-a-ride service is inadequate and the current pedestrian infrastructure would not be compatible with fixed-route transit service.

While the corridor is just slightly longer than three miles in length, our team sees this as an opportunity to approach the challenges in this corridor as a means of transforming the corridor from a barrier that separates the community to a seam that connects it.

Our team is excited to assist in articulating the region's vision for a connected transportation network that encourages and supports users of all modes, ages, and abilities. We look forward to discussing this proposal with you and answer any questions to assist you in making your decision. Please feel free to contact me at (314) 952-8570 or paulw@altaplanning.com, or Project Manager Tim Gustafson at (312) 265-0628 or timgustafson@altaplanning.com.

We acknowledge the Addendum #1 on May 30, 2017 for this request for proposal and our approach and response reflects this information. The proposal remains valid for a period of not less than 120 days from the date of the proposal due date.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Wojciechowski".

Paul Wojciechowski, PE, AICP, LCI | Principal  
Alta Planning + Design

A handwritten signature in blue ink, appearing to read "Katharine Mangle".

Katie Mangle | Vice President  
Alta Planning + Design  
Authorized to bind the firm to contract



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## QUALIFICATIONS AND REFERENCES



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## Alta Planning + Design



**BICYCLE FRIENDLY  
BUSINESS**

### HISTORY

Alta Planning + Design is North America's leading multimodal transportation firm that specializes in the planning, design, and implementation of bicycle, pedestrian, park, and trail corridors and systems. Founded in 1996, Alta has more than 21 years of experience. Alta has more than 200 staff in 30 offices across North America and an international workload. On any given day, most staff walk, bike, or take transit to work. We are committed to transforming communities, one trip at a time, one step at a time, and one street, intersection, and park at a time. **Alta's mission is to create active communities.**

### NATURE OF WORK

Alta Planning + Design offers comprehensive innovative bikeway design and engineering experience, from concept through construction. We are actively leading design for several innovative separated bikeways and on-street facilities in California and nationally.

Alta is also the proud founder of the NACTO (National Association of City Transportation Officials) Cities for Cycling initiative. As part of a team of officials from NACTO member cities, we developed the *Urban Bikeway Design Guide*. This interactive document provides state-of-the-practice solutions for on-street bicycle facilities, based on the best national and international practices, policies, and programs.

Alta's in-house staff of planners, civil and traffic engineers, landscape architects, CAD technicians, and construction management experts have experience designing and implementing a variety of innovative bicycling facilities to improve user comfort and safety including cycle tracks, buffered bike lanes, contraflow lanes, and bicycle boulevards. In many instances a variety of approaches can be used to meet user needs and design objectives.

### Alta provides a full range of services including:

- Master plans (bicycle, pedestrian, trail, open space, and park)
- Landscape architecture and project design
- Traffic engineering
- Greenway and corridor plans
- Bicycle and pedestrian integration with transit
- Bicycle and pedestrian facility design guidelines
- Counts, surveys, and demand analysis
- Complete Streets
- Bicycle parking design
- Trail safety and sustainability audit
- Signage and wayfinding plans
- GIS and mapping services
- Construction documentation and administration
- Safe Routes to School studies and plans
- Public involvement
- Technical assistance and training
- Education, encouragement, and marketing services
- Bike share feasibility studies

### OFFICE LOCATIONS

Arlington, VA	Dallas, TX	Sacramento, CA
Atlanta, GA	Davidson, NC	Salt Lake City, UT
Baltimore, MD	Denver, CO	San Diego, CA
Benicia, CA	Durham, NC	San Rafael, CA
Bentonville, AR	Greenville, SC	Saratoga Springs, NY
Bozeman, MT	Jacksonville, FL	Seattle, WA
Cambridge, MA	Los Angeles, CA	Spokane, WA
Chicago, IL	Oakland, CA	St. Louis, MO
Connecticut	Oklahoma City, OK	Vancouver, BC
	Portland, OR	



## HISTORY

DLZ, a Michigan Corporation, is a full-service, multi-disciplinary, Minority-Owned Business Enterprise (MBE) that has been providing complete engineering, architectural, environmental, planning, construction, and survey services to both public and private sector clients since 1916. DLZ is an American success story, having graduated in 1984 from the 8(a) Small Disadvantaged Business Program. Since then, DLZ has grown to be one of the most reliable and experienced professional consulting firms in the Midwest, with almost 600 people in 21 offices.

## COMMITMENT TO MBES AND WBES

DLZ is committed to the creation, growth and expansion of DBEs, MBEs and WBEs and currently serves as a mentoring firm for other minority firms through the Michigan Minority Business Development Council.



## AWARD WINNING

Consistently ranked as one of Engineering News-Record (ENR)'s Top 150 Design Firms, DLZ's continual growth and success is a testament to its

work quality and client satisfaction. The firm's commitment to excellence has resulted in DLZ being ranked by Engineering News Record as the No. 1 Design Firm of the Year in the Midwest.

## OFFICE LOCATIONS

DLZ operates five full-service offices in Michigan—Lansing, Kalamazoo, Detroit, Melvindale, and Saint Joseph. DLZ also has offices in Indiana, Ohio, Illinois, Kentucky, Wisconsin, and Pennsylvania. Each office is equipped with intranet services and e-mail capabilities allowing for real-time transfer of data and project information, in addition to communication systems to enable production and transfer of documents between offices.

## REFERENCES

Mr. Dennis Stachewicz  
Director of Planning and Community Development  
City of Marquette  
300 West Baraga Avenue  
Marquette, MI 49855  
Phone: (906) 225-8377  
Email: dstachewicz@mqtcty.org

Mr. Brian McManus  
City Engineer  
City of Midland  
333 W. Ellsworth Street  
Midland, MI 48640  
Phone: (989) 837-3353  
Email: bmcmanus@midland-mi.org

Mr. Dave Dykman  
Senior Project Manager  
City of Ann Arbor  
100 N. Fifth Avenue  
Ann Arbor, MI 48107  
Phone: (734) 794-6410 Ext. 43685  
Email: ddykman@a2.gov

Complete project information regarding the above project references can be found on pages 26-28.



# Key Team Members

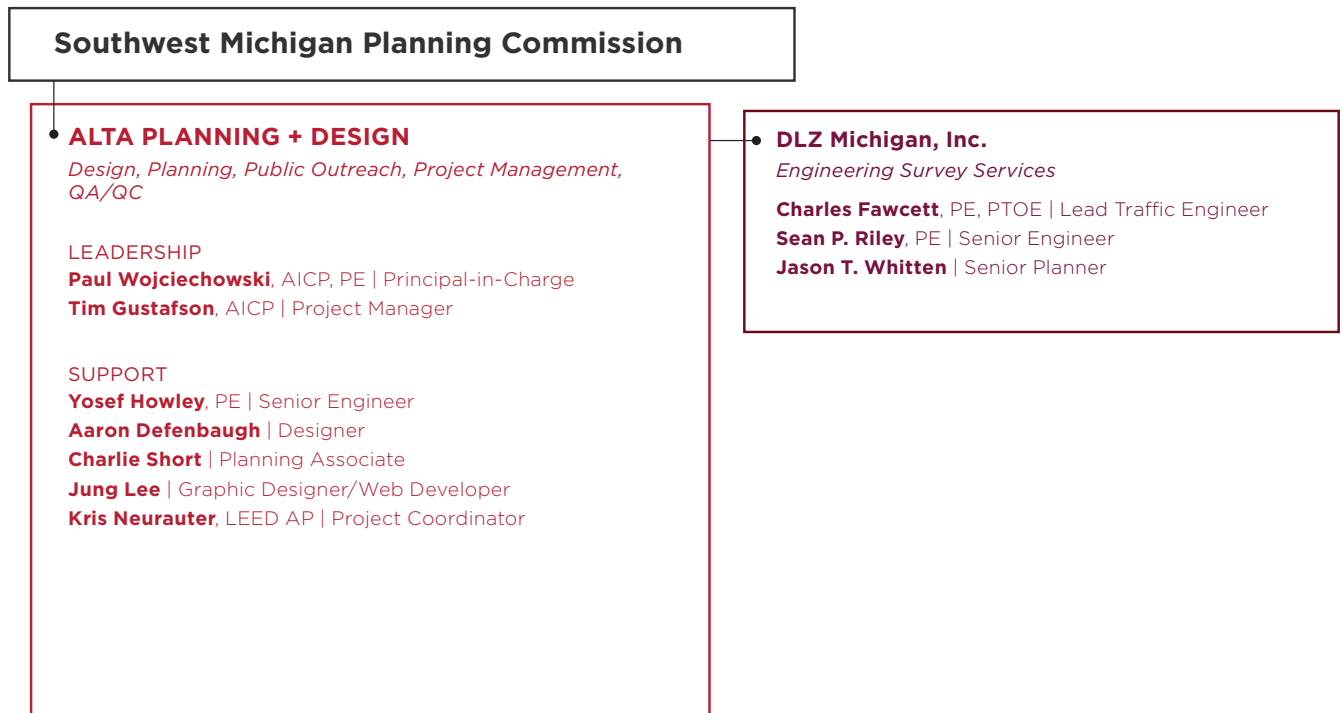
The organizational chart below illustrates key members of the project team and how they relate to one another. This effort will be managed through a collaborative process that provides local resources connected to a network of skills for specific project tasks.

Alta Planning + Design will serve as overall contract manager, providing ongoing project management, oversight, and quality control. **Paul Wojciechowski**, AICP, PE, will serve as Principal-in-Charge, and will be responsible for overall leadership and quality control. **Tim Gustafson**, AICP, will serve as Project Manager, with day-to-day responsibility for communications, task assignments, project budgeting, and coordination.

**Yosef Howley**, PE, will serve as Senior Engineer, providing critical review and key insights at critical points during the project. **Aaron Defenbaugh** will serve as Designer and **Jung Lee** will be responsible for graphic design.

**DLZ Michigan, Inc.** will provide engineering survey services and additional planning support.

Full resumes of our complete project team can be found on the following pages.





## Paul Wojciechowski, PE, AICP, LCI

### *Principal-in-Charge*



Paul is a Transportation Planner and Engineer with 32 years of experience in planning and designing innovative transportation facilities, with a mission to integrate these facilities to function with adjacent land-uses. Paul has dedicated his career to active transportation and public projects that enhance communities and regional systems. His work as a consultant has included greenways, trails design, street design, bikeway and pedestrian planning and implementation, transit projects, land-use planning, program management, transportation planning, and utility relocation. Many of Paul's recent projects have dealt with assisting communities and regions develop active transportation plans, and implementing those plans for communities across the country.

#### EDUCATION

BS, Civil Engineering,  
University of Missouri –  
Rolla, 1983

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2012-  
  
CH2M HILL, St. Louis,  
MO, 2008-2011  
  
City of Clayton, MO,  
Director of Public Works,  
2005-2008  
  
Parsons Brinckerhoff,  
2000-2005  
  
Missouri Department  
of Transportation,  
1984-2000  
  
Vice President – Missouri  
Bicycle Federation

#### PROFESSIONAL REGISTRATIONS

Professional Engineer:  
Missouri (1990,  
E-023257); Wisconsin  
(2013, 42805-6); Illinois  
(2004, 062-057433);  
Iowa (2014, 22145);  
Arkansas (2013, 15531);  
Kansas (2013, 23198);  
Colorado (2013,  
0047481); Texas (2014,  
#118271)  
  
American Institute of  
Planners (AICP)  
  
League of American  
Bicyclist League Cycling  
Instructor (#3558)

#### RELEVANT EXPERIENCE

##### BIKE ST. LOUIS PHASE 3, ST. LOUIS, MO

Paul was the Project Manager, lead engineer, and driving force behind this third phase of Bike St. Louis that included over 100 miles of bicycle facilities in the City of St. Louis. The project updated and enhanced 60 miles of existing Bike St. Louis routes, and added 40 miles of new bikeways from the Gateway Bike plan. This project involved detailed contract plans and utilized federal funding. A key element of the project was connections of non-motorized transportation to key land uses in the City, as well as to transit centers that offer a “last-mile” option for people living and working in the City of St. Louis. The project included St. Louis’ first parking protected bike lane, first bicycle boulevard, as well as nine road diets that provided space for buffered bike lanes, which achieved goals of the Gateway Bike Plan.

##### UNIVERSITY AVENUE PROTECTED BIKE LANE CONCEPT, WINDSOR HEIGHTS, IA

Paul was the Principal-in-Charge and Project Manager for the development of the conceptual design for two protected intersections and protected bike lanes on University Avenue from 73rd Street to 63rd Street in Windsor Heights. The project included preparing a detailed cost estimate and assisting the City in a presentation to the Des Moines Area MPO.

##### WOODCHUCK BICYCLE BOULEVARD, WICHITA, KS

Paul was the Project Manager and Engineer of Record for the design of the 3.5-mile Woodchuck Bicycle Boulevard, which runs through neighborhoods from the south of Maple Street to Westport Avenue. The project included traffic calming treatments, side path design, two HAWK signal crossings, signing, and striping.

##### ELGIN-O'HARE BICYCLE AND PEDESTRIAN PLAN, IL

Paul is Principal-in-Charge for this plan that aims to improve non-motorized transportation in the Elgin O'Hare Expressway (IL 390) corridor. These improvements will connect with existing and planned bicycle and pedestrian infrastructure and improve access to public transit. The approximately 70-square-mile study area includes ten municipalities, two counties, and multiple jurisdictions, including several transportation agencies responsible for the facilities and services used by travelers.

##### BICYCLE AND PEDESTRIAN MASTER PLAN, EVANSVILLE MPO, IN

Paul was the Principal-in-Charge and Project Manager for the completion of the Connectivity Master Plan, including development of the active transportation network that accomplished goals stated by the community.

#### OTHER RELEVANT PROJECTS

- Marion Master Trails Plan, IA
- El Paso Bike Plan, TX
- Non-Motorized Transportation Policy Project, Columbia, MO





## Tim Gustafson, AICP

### Project Manager



Tim is a Certified Planner with more than 12 years of experience in transportation planning, ranging from bicycle and pedestrian to aviation, highway, and freight projects. His project management experience includes projects with the Regional Transportation Authority, Chicago Metropolitan Agency for Planning, departments of transportation in Illinois, Wisconsin, Indiana, Michigan, and Vermont. Tim is a member of the American Planning Association and is actively engaged in conducting training in best practices for bicycle and pedestrian facility planning and design. Tim was also Senior Planner and editor for *Best Design Practices for Walking and Bicycling in Michigan* and *Evaluating Pedestrian Safety Improvements* for the Michigan Department of Transportation.

#### EDUCATION

MS, Urban Planning and Policy, University of Illinois at Chicago, 2006

BS, Urban Planning and Development, Ball State University, 2004

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2016-

T.Y. Lin International  
2006-2016

Land Strategies, Inc.,  
2005

Lake County  
(Illinois) Division Of  
Transportation, 2002,  
2003, 2004

#### PROFESSIONAL ASSOCIATIONS

American Institute of  
Certified Planners

American Planning  
Association

#### RELEVANT EXPERIENCE

##### WESTMORE-MEYERS ROAD PHASE I DESIGN, LOMBARD, IL

Alta, working as a subconsultant, is assisting in the design and transit agency coordination for a roadway resurfacing that includes the design and installation of a buffered bike lane. Tim is serving as Project Manager to conduct a pedestrian audit of the corridor, assisting in the design of the facility at two trail crossings, and coordination with Pace Suburban Bus for bus stop placement and amenities.

##### UNIVERSITY AVENUE CORRIDOR IMPROVEMENT STRATEGY, PLEASANT HILL, IA

The City of Pleasant Hill is divided into four quadrants by two state highways. Alta is preparing a corridor improvement strategy to improve access along and across University Avenue (IA 163), which is the economic center of the City. Alta is preparing a study that identifies key crossing needs for bicyclists and pedestrians, and is working with the Iowa Department of Transportation and Polk County to prepare concept plans and cost estimates to improve key intersections.

##### BICYCLE PLANNING AND DESIGN TRAINING, MICHIGAN DEPARTMENT OF TRANSPORTATION

Since 2010, Tim has provided bicycle planning and design training to MDOT as part of their Training Wheels program. Tim has given trainings in more than 35 cities over seven years around Michigan, using the best practices in bicycle planning and design to planners, engineers, and stakeholders in local communities. In recent years, Tim served as Project Manager for trainings, which included an MDOT-specific training to department design engineers in Lansing, Michigan.

##### RIVER NORTH STREETERVILLE TRANSIT FEASIBILITY STUDY, CHICAGO, IL\*

The Chicago Department of Transportation commissioned a study to determine the feasibility of improving transit through the use of exclusive transitways to serve the River North and Streeterville transit market as well as improve connections to the loop and Metra terminal stations in downtown Chicago. As part of a team, Tim managed the tasks involving a preliminary screen of transit corridors, a review of available GIS and CAD data to identify corridors suitable for developing transit concepts. Tim then led the preliminary design concept tasks, which included development of 20% engineering designs and cost estimates using available data from recently completed transit projects within the region.

*\*Completed prior to joining Alta*



## Yosef Howley, PE

### Senior Engineer



Yosef has served as Design Engineer and Project Manager on a variety of civil engineering projects in the Midwest. His 20 years of experience has spanned transportation, site development, and water resource projects, focusing in the areas of roadway design, hydraulics and hydrology, water quality design, ADA design, and erosion control. Project work has included all phases of project development, from conceptual studies, preliminary and final design, through construction phases.

#### EDUCATION

BS Civil Engineering (Chi Epsilon Honor Society),  
University of Kansas  
1996

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2016-  
Transystems  
Corporation, 2003-2014  
George Butler  
Associates, 2000-2003  
Kerr Conrad Graham  
Associates, 1997-2000

#### PROFESSIONAL REGISTRATIONS

Professional Engineer:  
Illinois (#062061833);  
Kansas (#PE16759;  
Missouri (#2004023351

#### PROFESSIONAL ORGANIZATIONS

American Society  
of Civil Engineers -  
Chairman St. Louis  
Chapter Sustainability  
Committee

#### RELEVANT EXPERIENCE

##### ROUTE K - SHARED USE PATH, O'FALLON, MO

Project includes conceptual and final PS&E documents for the Route K shared-use path project from Feise Road to Technology Drive in the City of O'Fallon. The project involved 10,000 linear feet of trail design (including roadway crossings, signals, and retaining walls) intended to fill in gaps in trail connections in this 2.5 mile-stretch of MoDOT highway. This project was a result of a study prepared by CBB and Alta that defined the design guidelines, concepts, and action plans on Route K from Route 79 to the Busch Greenway in St. Charles County.

##### ROUTE 370 AND I-70 RIVER CROSSINGS, ST. CHARLES, MO

The project establishes bicycle and pedestrian lane corridors over the Missouri River at two locations, adding important links in the local greenways and trails system and improving non-motorized access between St. Charles and St. Louis Counties. Barrier protected paths will be added in each direction onto the existing bridge deck, with trail connectors and ground level pathways from the west end of the bridge to the nearby North River Road, which runs along the west bank of the Missouri River in St. Charles. The pathway connects to a new pathway being developed by the City which will run parallel to the westbound Route 370. The project scope also includes design of trail signage and pavement markings.

##### GERMANIA STREET IMPROVEMENTS, ST. LOUIS, MO

Overall project design includes rehabilitation of Germania Street, a minor arterial route for residential and commercial traffic between Gravois Avenue and I-55 SB off-ramp. Alta's design work included an analysis phase with road diet and bicycle facility upgrade options and recommendations. Design phase includes improvements to the roadway section (road diet implementation), upgraded street crossing and roadway signage and pavement marking upgrades. Project improves connectivity to the regional bicycle and trail network (River Des Peres Trail, Kristy Trail, and Carondelet Connector).

##### CENTENNIAL GREENWAY PHASE IIA, ST CHARLES, MO

The project includes project planning and design elements that connected the Katy Trail Trailhead on the west end of the Page Avenue bridge crossing, to connect to Wapelhorst and Laurel Parks across the Rte. 364/Rte.94 Interchange. Design elements include signing, striping, signals, wayfinding, traffic control and trail design review, including maintenance plans for the connection from the existing Centennial Greenway at Heritage Crossing across the interchange to the MoDOT Park and Ride lot along Old Rte. 94.

##### CITY OF EDWARDSVILLE ADA IMPROVEMENTS, EDWARDSVILLE, IL\*

Yosef was Lead Engineer on ADA improvement project for City of Edwardsville and IDOT. The first phase of project was a detailed assessment of ADA curb ramps and street crossings in the downtown Edwardsville area. An assessment and recommendations report was prepared which led to the second phase of the project. PS&E were prepared to upgrade non-compliant ADA ramps and street crossings locations.

*\*Completed prior to joining Alta*



## Aaron Defenbaugh

### Senior Designer



Aaron is an award-winning Designer who practices landscape architecture, planning, and urban design at Alta. His great passion is the development of nourishing beautiful community relationships among humans and the rest of the natural world. Developing this ethic over an 11-year career, Aaron incorporates it into a wide spectrum of project types. His portfolio ranges from nationwide master planning to pocket parks with experience in urban design, transit and bicycle master planning, complete streets, greenways and parks, green infrastructure, campus design, corporate design, and military planning.

#### EDUCATION

Bachelors of Landscape  
Architecture, Kansas  
State University, 2001

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2017–  
  
Landscape Architect,  
Jacobs, 2001–2003 &  
2013–2017  
  
Landscape Architect,  
CH2M HILL, 2008–2013  
  
Washington University in  
St. Louis MLA Advisory  
Council 2016–2017  
  
BiodiverseCity St.  
Louis, Restoration  
Action Project Steering  
Committee, 2013–

#### PROFESSIONAL REGISTRATIONS

Licensed Landscape  
Architect, MO  
(# MO-2012019747)

#### PROFESSIONAL ORGANIZATIONS

American Society of  
Landscape Architects

### RELEVANT EXPERIENCE

#### CENTENNIAL GREENWAY, UNIVERSITY CITY, MO

Alta led a team working with the Great Rivers Greenway to develop a plan connecting the Centennial Greenway through the intersection of Delmar Boulevard and McKnight Road. Aaron created concepts addressing the highly active and dangerous intersection creating a safe, comfortable route maintaining vehicular operations sensitive to adjacent land uses. He also performed stakeholder engagement. The plan is slated to begin implementation in the summer of 2017.

#### EVANSVILLE BICYCLE AND PEDESTRIAN CONNECTIVITY IMPLEMENTATION, EVANSVILLE, IN

Alta produced the Evansville Bicycle and Pedestrian Connectivity Master Plan and has been retained to support implementation of the plan. Aaron assisted in the creation of two implementation alternatives for Ohio Street.

#### ROCK ISLAND PARK, ELDON, MO\*

The City of Eldon approached Aaron to re-imagine Rock Island Park along the state-wide Rock Island Trail in an effort to help reduce childhood obesity by five percent in five years. As Project Manager and Lead Designer, he created a highly active plan that multiple generations of citizens could actually construct themselves making the process as physically active as the finished park. Elements of the design have been implemented, and, as a result of various programs, Eldon has exceeded in reducing childhood obesity by more than 1 percent per year.

#### ST. VINCENT GREENWAY, GREAT RIVERS GREENWAY, ST. LOUIS, MO\*

Aaron was the main designer for the St. Vincent's Greenway through Ruth Porter Mall along DeBaliviere Boulevard to the History Museum in Forest Park. The design of the north half along Etzel and through Ruth Porter Mall, focuses on realizing safety, equity, and a sense of community in a socio-economically depressed neighborhood. The south half has been developed in tandem with the Loop Trolley to re-imagine DeBaliviere Boulevard as St. Louis' premiere multimodal, mixed-use corridor including pedestrians, bicycles, motorists, MetroBus, MetroLink and the Loop Trolley.

#### NATURAL BRIDGE GREAT STREETS PROJECT, EAST-WEST GATEWAY COUNCIL OF GOVERNMENTS, ST. LOUIS, MO\*

Aaron was a key designer in the renovation for Natural Bridge Road from initial concepts to construction documentation. His leadership helped integrate land use planning and design guidelines with the development of travel-way plans for bikes, pedestrians, MetroLink, and MetroBus service through multiple communities, settings, and governmental jurisdictions. As Lead Landscape Architect, Aaron leveraged low impact development techniques, diverse native plantings, and architectural features to create a unique urban experience.

*\*Completed prior to joining Alta*



## Charlie Short

### *Planning Associate*



Charlie is a bicycle transportation advocate with 10 years of experience in the public sector. He is committed to educating and encouraging people of all ages and backgrounds to walk and bike more and have better access to transit. Charlie's work has had a focus on education, policy, enforcement, and evaluation.

#### EDUCATION

BS, Radio-TV-Film,  
Northwestern University,  
2019 (exp.)

A.A. Oakton Community  
College, 2004

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2017–

City of Chicago's  
Bicycling Ambassadors,  
2007-2017

#### PROFESSIONAL REGISTRATIONS

League of American  
Bicyclists, LCI

#### RELEVANT EXPERIENCE

##### **CITY OF CHICAGO'S BICYCLING AND SAFE ROUTES AMBASSADORS, IL\***

Charlie managed the largest and longest running bike and pedestrian outreach and education program in North America for ten years. As Project Manager, he managed the outreach and office staff, all project reporting, grant and contract management and recommending and implementing strategic changes to the program at the request of the client. Over the course of his management, the program doubled its annual audience, with a budget that remained static or declined. In addition, Charlie revamped all collateral material for the program.

##### **JUNIOR BICYCLING AMBASSADORS, CHICAGO, IL\***

The Junior Bicycling Ambassadors are a peer-to-peer youth bicycle education initiative. With an after-school program component and summer job outreach component, Charlie was responsible for the hiring and training of all staff, contract management, scheduling all of the staff time and integrating the program with the Bicycling Ambassador Program. Charlie also created the curriculum.

##### **INTERIM BIKE PARKING MANAGER, CHICAGO, IL\***

As Interim Bike Parking Manager, Charlie was responsible for all communications, written and in person regarding bike parking in Chicago. Responsibilities also included approving new bike parking installations, permitting special locations and projects, identifying abandoned bikes, and moving racks.

##### **LEGISLATIVE ADVISER, CHICAGO DEPARTMENT OF TRANSPORTATION, CHICAGO, IL\***

In 2008, 2013 and 2015, the Chicago Department of Transportation sought to pass legislation that improved the enforcement of pedestrian and bicycle laws and sidewalk snow removal (in 2015) and Charlie led the team that advised this project. This included collecting and reporting best practices for certain improvements, generating language and policy recommendations, creating legislative testimony and collating the legislative package that was submitted for approval. Each measure passed as submitted.

##### **FREE CHICAGO BIKE MAP, IL\***

The City of Chicago produces a free bike map which is updated each spring and given out through the mail and in person. Charlie managed the production of the map from 2011-2017.

##### **YOUTH BIKE CAMP, CHICAGO, IL**

In the summer of 2012 and spring of 2013, the Chicago Department of Transportation, along with four Chicago Alderman partnered with Saris Bike Racks to give out 150 bikes to youth in Chicago and educate and encourage them to ride more in their neighborhoods. Charlie identified each camp site, identified the participants, scheduled and hired staff and managed the equipment for each of the camp sites. Charlie handled media inquiries as well as relationships with each of the partner.

*\*Completed prior to joining Alta*





## Jung Lee

### Graphic Designer/Web Developer



Jung is a front-end Web Designer/Developer with experience in creating rich interactive web applications and managing websites for various businesses and clients. His experience includes developing sites for transit agencies and for active transportation projects. Jung both leads and supports development and maintenance for new and existing web applications and software. He sees that customer's needs are continually being met, and works to ensure applications are error free and function as intended. His work includes animations, promotional and campaign graphics, and professional photography. Jung is skilled at providing technical knowledge and stays current on emerging trends related to web design.

#### EDUCATION

BA, Communication  
Studies, California State  
University at Long  
Beach, 2013

AA, Social and  
Behavioral Science,  
Santa Monica College,  
2011

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2016–

TriMet, Portland, OR  
2015-2016

Los Angeles County  
Metropolitan  
Transportation  
Authority, 2013-2015

County of Los Angeles  
Commission on Human  
Relations, 2008-2009

#### RELEVANT EXPERIENCE

##### FHWA SMALL TOWN AND RURAL MULTIMODAL NETWORK GUIDE

Jung provided website support on the interactive version of this design guide, which will translate existing street design guidance and best practices for bicycle and pedestrian safety and comfort to the rural context. He worked with Alta's in-house designers to develop the site and its contents. He helped select and setup the content management system for the website, developed templates, and helped code an array of functionalities the client wanted implemented on the site.

##### DETROIT BIKE SHARE PLANNING STUDY, MI

Alta is working with Shift Transit and the City of Detroit on the development of Detroit's future bike share system, providing station planning and permitting support. Jung fully designed and developed the front-end and back-end of the public input map application, which allows users to publicly suggest their own ideas on ideal bikeshare station locations, as well as allow users to view and provide feedback on other users' suggestions. He created the graphics for the map's main interface and overlaying items and designed the flow of the website to be simple and user friendly.

##### MILLWOOD TRAIL, SPOKANE, WA

Alta is leading the planning, design, and engineering of the Millwood Trail, a proposed shared use path that will extend through the cities of Millwood and Spokane Valley. Working with our in-house graphics and design team, Jung has developed a simple, yet highly functional website that provides the residents of Spokane access to the latest project information. In addition to the website, he has also integrated an easy-to-use public input map application that he developed to allow visitors to publicly share their ideas and suggestions about the project.

##### KING COUNTY IN MOTION DATABASE, WA

Alta has supported this community-based social marketing program on numerous campaigns since 2010. The program is designed to reduce drive-alone trips in target King County communities by encouraging residents and employees to explore new travel options. Program participants receive helpful resources and support and earn rewards for recording their trips. Jung fully designed and developed the front-end and back-end of the program's website to accommodate trip logging and provide a secure and reliable user registration/management system.

##### MONTGOMERY WALK/BIKE RIVER REGION, AL

Jung fully designed and developed the front-end and back-end of the application. He created graphics for the map and designed the flow of the website to be simple and user-friendly.



## Kris Neurauter, LEED AP

### *Project Coordinator*



With 19 years of experience, Kris brings a broad background in project coordination and production, with expertise in facilitation, data reduction, graphic documentation, design, and construction administration. She has a passion for sustainable, active communities, having led a community design process to create a park in her own neighborhood. As Project Coordinator at Alta, she is an integral member of our team, providing management support and production assistance.

#### EDUCATION

BA, English, Minor in  
Art History, University  
of Wisconsin-Madison,  
2000

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2015–

Senior Administrative  
Associate, Wiss, Janney,  
Elstner Associates, Inc.,  
2010–2015

Associate, Sustainability  
Coordinator, Gensler,  
2003–2009

Continuing Studies  
Instructor, School of the  
Art Institute of Chicago;  
2008–2009

Business Development  
Coordinator, A. Epstein  
and Sons, International,  
Inc.

#### PROFESSIONAL REGISTRATIONS

LEED Accredited  
Professional, Building  
Design + Construction

#### PROFESSIONAL ORGANIZATIONS

Member, US  
Green Building  
Council- Chicago

#### RELEVANT EXPERIENCE

##### FLYWAY TRAIL FEASIBILITY STUDY, BUFFALO COUNTY, WI

The Buffalo County Land and Trails Trust contracted with Alta to identify and analyze potential alignments for bicycle and pedestrian travel along a 40-mile stretch of the Mississippi River through Buffalo County. As Project Coordinator, Kris assisted in final document production and prepared implementation guidelines based on trail design best practices.

##### CENTENNIAL GREENWAY PHASE II, ST. CHARLES, MO

Kris prepared wayfinding plans for the extension of the popular Centennial Greenway, including assisting with sign placement and wayfinding content and cost estimates.

##### ELGIN-O'HARE REGIONAL BICYCLE AND PEDESTRIAN PLAN, IL

The Elgin-O'Hare Regional Bicycle and Pedestrian Plan will improve non-motorized access along and across the new Elgin-O'Hare Expressway. Ten communities, two counties, the Chicago Metropolitan Agency for Planning (CMAP), the Illinois Department of Transportation (IDOT), and numerous other agencies are planning solutions to improve on-street and off-street transportation options across the 70 square mile area. As Project Coordinator, Kris is assisting with budgeting, plan production, and public engagement.

##### CITY OF EL PASO BIKE PLAN AND PROGRAM, TX

The City of El Paso has a goal of becoming the least car-dependent city in the Southwest. Alta worked with El Paso to achieve this goal through an extensive planning effort that includes developing a plan for the Education and Encouragement Programs for the city in addition to the recommendations for bicycle facilities. As Project Coordinator, Kris assisted with budgeting and scheduling and is responsible for compilation of the final plan document.

##### MISSOULA BICYCLE FACILITIES MASTER PLAN, MISSOULA, MT

Alta is preparing a bicycle facilities master plan as part of a long-range transportation planning for the City of Missoula. As Project Coordinator, Kris is assisting with the public engagement process, including tabulation of user map comments, tabulation of crash data, and creation of an online mode share engagement tool.

##### LATHROP HOMES GREEN REDEVELOPMENT, CHICAGO, IL\*

Kris was the Project Manager for the creation of sustainable guidelines for a redevelopment of a historic Chicago Housing Authority site. Kris led the sustainability strategy development for the project and assisted with visioning session facilitation, bringing together residents, the CHA, and neighboring community leaders.

*\*Completed prior to joining Alta*

**EDUCATION**

B.S., Civil Engineering,  
University of Akron, 2000

**REGISTRATIONS**

Professional Engineer - Illinois,  
2005, #062-058424

Professional Engineer –  
Michigan, 2015, #6201062105

**CERTIFICATION**

Professional Traffic Operations  
Engineer, 2012

**SKILLS/TRAINING**

PSMJ Project Manager  
Training, 2015

\* Work with previous  
employer

**CHARLES FAWCETT, P.E., PTOE**

LEAD TRAFFIC ENGINEER

Charles has 16 years of experience in Traffic, Civil, and Transportation Engineering. His background includes traffic impact studies, non-motorized planning, data collection management, parking needs analysis, circulation analysis, traffic signal plans, sign plans and pavement marking plans. Charles has worked extensively with multimodal planning, analyses, and design for urban corridors. He has performed many traffic studies in accordance with MDOT requirements.

**PROJECT EXPERIENCE**

- Midland Downtown Streetscape Study and Design, Midland, Michigan.
- Marquette Hospital Transportation and Non-Motorized Improvements Project, Marquette, Michigan.
- Fuller Road/Maiden Lane Intersection and Non-Motorized Improvements, Ann Arbor, Michigan.
- US-10 Business Route Corridor and Non-Motorized Study, Midland, Michigan.
- Metra/Milwaukee District West Line Development, Chicago Illinois.
- Willow Road Traffic Study, Cook County, Illinois.
- Dundee Crossings Transit Center Traffic Study, East Dundee, Illinois.
- Cumberland Transit Station Traffic Study, Des Plaines, Illinois.
- IDOT PTB 160-05 – Traffic Studies and District-Wide Counts, District One, Illinois.
- O'Hare Modernization Program, Chicago Illinois.
- Matra BNSF Extension.
- INDOT PTB 158-06 – Phase I Engineering Program Management Consultant, District One, Illinois.
- Traffic Studies and Analysis, Public Building Commission, Chicago, Illinois.
- NEIU El Centro Campus Traffic Study, Chicago, Illinois.
- Woodbury Common Access Planning, Central Valley, New York.



## SEAN P. RILEY, P.E.

SENIOR ENGINEER

Sean has more than 20 years of experience and has worked extensively in Southwest Michigan during his career. He has extensive experience in non-motorized planning, non-motorized facility design, sidewalk design, ADA ramp design, and cost estimating. Sean has worked on many local agency projects as the Lead Engineer. He also has extensive field experience performing survey work and construction inspection, including for non-motorized facilities.

### EDUCATION

B.S. Civil Engineering,  
Michigan State University,  
1996

### REGISTRATIONS

Professional Engineer  
Minnesota, 2010, #48436  
Wisconsin, 2008, #39794-6  
Michigan, 2001, #48143

### CERTIFICATIONS

LPA Project Development  
Training, Indiana Department  
of Transportation, 2012

Designing Pedestrian Facilities  
for Accessibility, American  
Council of Engineering  
Companies-Michigan, 2009

Wisconsin Department of  
Transportation (WisDOT) Level  
II Roundabout Design  
Certification, 2008

### SKILLS/TRAINING

PSMJ Project Manager  
Training, 2015

Nuclear Gauge Safety Class,  
2004

Pavement Design Class, MDOT,  
2004

Right-of-Way Class, MDOT,  
2001 and 2002

EPE Seminar, MDOT, 2001

## PROJECT EXPERIENCE

- Genesee County Trail Design and Engineering Services, Genesee County, Michigan.
- Midland Main Street Streetscape Study and Design, Midland, Michigan.
- State Road at Ellsworth Road Intersection and Non-Motorized Design, Ann Arbor, Michigan.
- Fuller Road/Maiden Lane Intersection and Non-Motorized Improvements, Ann Arbor, Michigan.
- Marquette Hospital Transportation and Non-Motorized Improvements Project, Marquette, Michigan.
- US-10 Business Route Corridor and Non-Motorized Study, Midland, Michigan.
- State Road Widening and Non-Motorized Study, Pittsfield Township, Michigan.
- Southfield Road Improvement and Non-Motorized Study, Oakland County, Michigan.
- City of Marquette, Truck Route and Non-Motorized Study, Marquette, Michigan.
- M-59 Widening and Non-Motorized Study, Michigan Department of Transportation, Livingston County, Michigan.
- Eastman Avenue Road and Non-Motorized Improvement Project, Midland, Michigan.
- 9<sup>th</sup> Street Road Reconstruction and 11<sup>th</sup> Street Traffic Signals, Kalamazoo, Michigan.
- Berrien County Right-of-Way Mapping, Michigan.
- I-94 BL Red Arrow Highway, Berrien County, Michigan, MDOT.
- I-94 at Main Street Operational and Safety Improvements, Village of Mattawan, Van Buren County, Michigan.
- Blue Star Highway/North Shore Drive Roundabout Design, South Haven, Michigan.
- I-94 BL Intersections, Benton Harbor, Michigan.





#### EDUCATION

B.S. Urban Planning,  
Northern Michigan  
University, 1999

#### CERTIFICATIONS

Categorical Exclusion, ODOT,  
#12-061-CE, 2012

#### SPECIAL TRAINING

PSMJ Project Manager  
Training, 2015

Level I Community Planning  
Workshop Certificate,  
Michigan Society of Planning  
Officials

Introduction to Traffic  
Modeling and Practical  
Applications for  
Synchro/Corsim, Highway  
Traffic Safety Programs,  
Michigan State University,  
2006

DLZ Roundabout Seminar,  
Lansing, Michigan, 2001, 2002  
and 2003

## JASON T. WHITTEN

SENIOR PLANNER

Jason has more than 17 years of experience working as a Transportation Planner and Project Manager for various non-motorized projects, including multi-use paths, on-street bike lanes, sidewalks, trails, pedestrian crossings, cycle tracks, etc. He has been involved in more than 60 transportation planning projects for local agencies and is well-versed in a wide range of engagement techniques. His experience includes facilitation of public and stakeholder meetings as well as community and stakeholder engagement and visioning. Jason has been involved with several recent studies that involved non-motorized plans such as the US-10 Business Route Corridor Study (Midland), the Traverse City 8th Street Corridor Plan, the City of Marquette Truck Route and Non-Motorized Study, the State Road Corridor Study (Pittsfield Township), and the Southfield Road Corridor Study (Oakland County). In addition to this work, his other experiences include the Bennett Park Trail Improvement Project (Charlotte) and the Fuller Road/Maiden Lane Intersection and Non-Motorized Project (Ann Arbor).

## PROJECT EXPERIENCE

- US-10 Business Route Corridor and Non-Motorized Study, Midland, Michigan.
- Cedar Lake Trailhead Park, Holt, Michigan.
- Fuller Road/Maiden Lane Intersection and Non-Motorized Improvements, Ann Arbor, Michigan.
- Traverse City Corridors Master Plan, Traverse City, Michigan.
- Bennett Park Trail Improvement Project, Charlotte, Michigan.
- Marquette Hospital Transportation and Non-Motorized Improvements Project, Marquette, Michigan.
- State Road Widening and Non-Motorized Study, Pittsfield Township, Michigan.
- Southfield Road Improvement and Non-Motorized Study, Oakland County, Michigan.
- City of Marquette, Truck Route and Non-Motorized Study, Marquette, Michigan.
- Traverse City 8th Street Corridor Plan, Traverse City, Michigan.
- City of Flint Master Plan and Capital Improvement Plan, Flint, Michigan.
- M-59 Widening and Non-Motorized Study, Livingston County, Michigan.
- Eastman Avenue Road and Non-Motorized Improvement Project, Midland, Michigan.
- Farm Lane Grade Separation and Non-Motorized Study, Michigan State University, East Lansing, Michigan.
- IPACE Road Improvement Feasibility Study and Roundabout Design, Lansing, Michigan.
- City of Flint Master Plan and Capital Improvement Plan, City of Flint, Michigan.
- Shawnee Road Corridor Study, Allen County, Ohio.

# Successful Pedestrian and Bicycle Feasibility and Conceptual Engineering

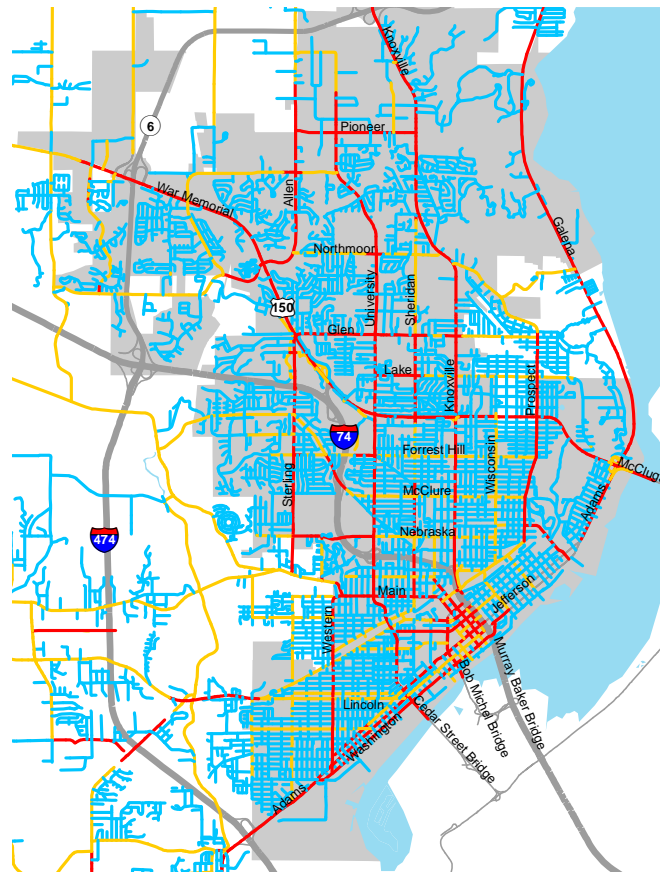
**Alta Planning + Design** has conducted feasibility studies and provided conceptual engineering services for more than 30 city, county, regional, and state transportation agencies around the country. This includes work to incorporate users of all modes including specific attention paid to the needs of transit vehicles, operators, its users, and the needs of pedestrians and bicyclists. We employ visual techniques to help illustrate complex engineering problems including issues related to right-of-way width, slope, average daily traffic, roadway and intersection geometrics, traffic control, and the relationship between transportation and land use. We measure success through various performance metrics which we tailor based on the needs of our clients, supplemented by best practices for illustrating improvement. This includes, but is not limited to:

- » Crash reduction as indicated through crash modification factors (CMF)
- » Increase in bicycle, pedestrian, or transit activity
- » Changes in delay or level of service (LOS) for each mode
- » Network efficiency measured in total person throughput (not just automobile traffic)
- » Changes to level of traffic stress (LTS), which is the comfort level of roadways as perceived by bicyclists

Using our current work in suburban Des Moines as an example, we conducted a review of the existing roadway and signalized intersections for improved accommodations for bicyclists and pedestrians. In order to reach consensus on the project objectives and establishing a scope for new designs, it was important to document how Iowa Department of Transportation (IDOT) design guidance influences the existing roadway design, as well as to identify what the design guidance does not illustrate. Finding these gaps allowed Alta to advance recommendations consistent with additional guidance using national best practices, making the case for why additional attention should be paid in the design that conventionally is not addressed due to a lack of one-dimensional stop design guidance.

During the past 10 years, **DLZ** has conducted more than 50 transportation feasibility studies across the Midwest, including many in Michigan and many that involved the same services as the Napier Avenue Corridor Study. With more than 30 transportation planners and engineers on staff, the firm have extensive capacity available to perform these types of projects assisting Alta.

DLZ measures the success from previously completed feasibility studies based on its clients' satisfaction, that its recommendations have proven to be practical, and that recommended improvements actually solve the problems they were intended to fix.



Alta conducted a bicycle level of traffic stress (LTS) analysis for the City of Peoria as part of the development of an on- and off-street bicycle facility network, to help make the City a desirable place to live, work, and play.



# EXPERIENCE AND CAPACITY





## MDOT On-Road Bicycle Facility Training

**Sponsoring Agency:** Michigan Department of Transportation

**Sponsor Project Manager:**  
Cynthia L. Krupp, Intermodal Policy Division, 425 W. Ottawa Street, PO Box 30050, Lansing, MI 48909. (517) 335-2923. [kruppc@michigan.gov](mailto:kruppc@michigan.gov)

**Duration:** 2015-ongoing

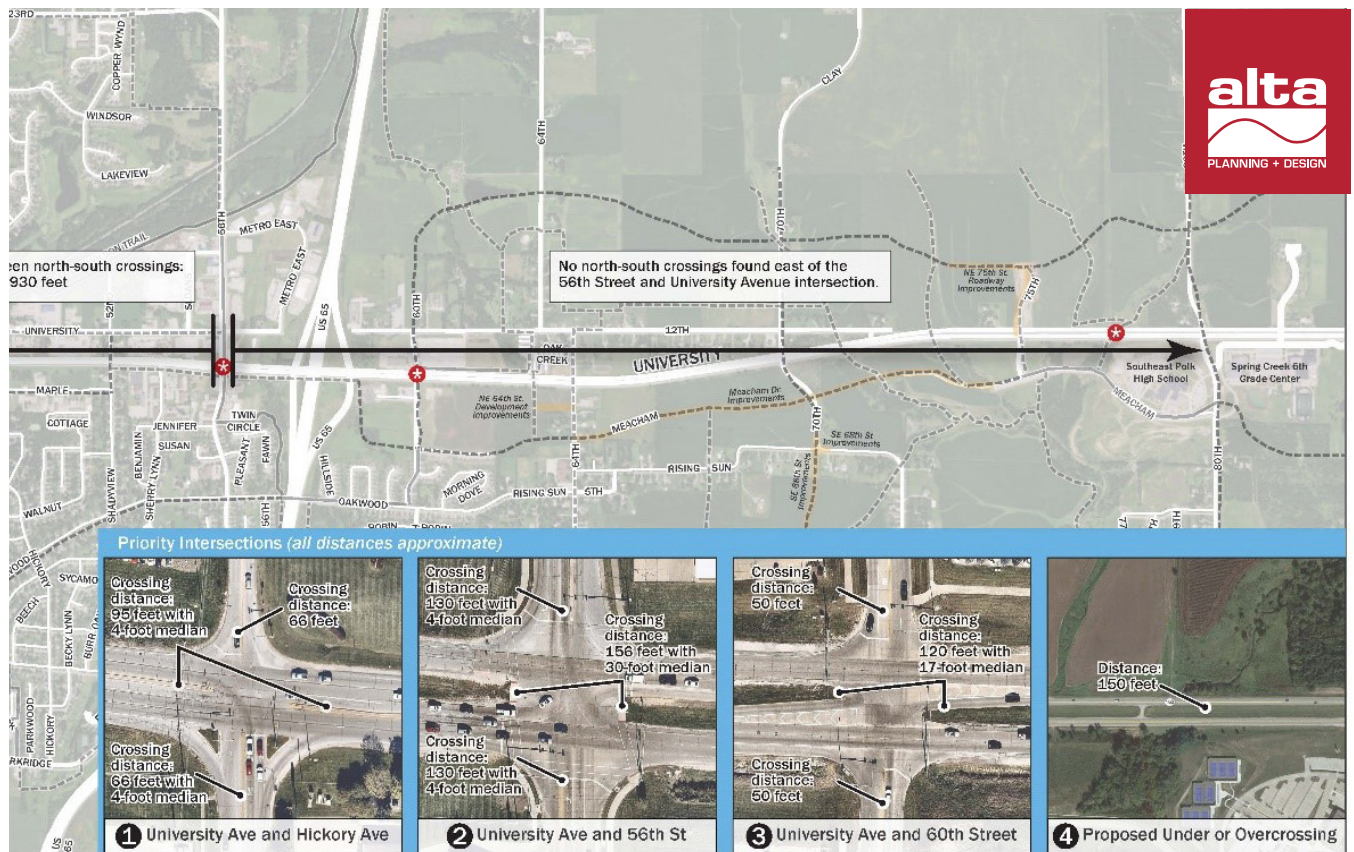
**Budget:** \$35,000

**Key Staff/Roles:** Paul Wojciechowski, Principal-in-Charge; Tim Gustafson, Project Manager; Kris Neurauter, Project Coordinator

Alta's professionals have a passion for planning, designing, and constructing bicycle facilities and educating others on best practices in design. Compared to other transportation modes, bicycle design has evolved rapidly over the past several years. Urban, on-road facilities that were uncommon in the US a decade ago are now undergoing mainstream adoption in communities of all sizes. With the pace of change so rapid, education is more important than ever. Alta's instructors assist community leaders and decision makers to gain a better understanding and awareness of ways their community's bicycle network can be improved or expanded.

As of this year, Tim Gustafson is the Project Manager and has conducted more than 30 trainings in the past seven years. MDOT sought a firm with intimate experience with roadway design guides and demonstrated knowledge of the benefits of improving active transportation facilities in communities of all sizes. Each day-long instruction included a morning lecture, lunchtime bike ride, and interactive classroom group activity.





## University Avenue Corridor Improvement Strategy, Pleasant Hill, IA

Alta conducted a corridor improvement strategy to assist the City of Pleasant Hill to improve University Avenue (Iowa Highway 163) through the center of the City. Located adjacent to the City of Des Moines, Pleasant Hill is a growing community with an interest in improving its main east-west corridor for walking and bicycling. Alta conducted a review of the corridor and prepared a series of recommendations for improving the roadway and signalized intersections along the corridor to connect the city's bicycle and pedestrian networks. Working closely with the City, Polk County, and the Iowa Department of Transportation, Alta prepared conceptual designs for three intersections along the corridor that the City can use to develop engineering and construction drawings for improvement. The City is uniquely poised to implement these improvements because they own and maintain the signalized intersection along University Avenue within city limits.

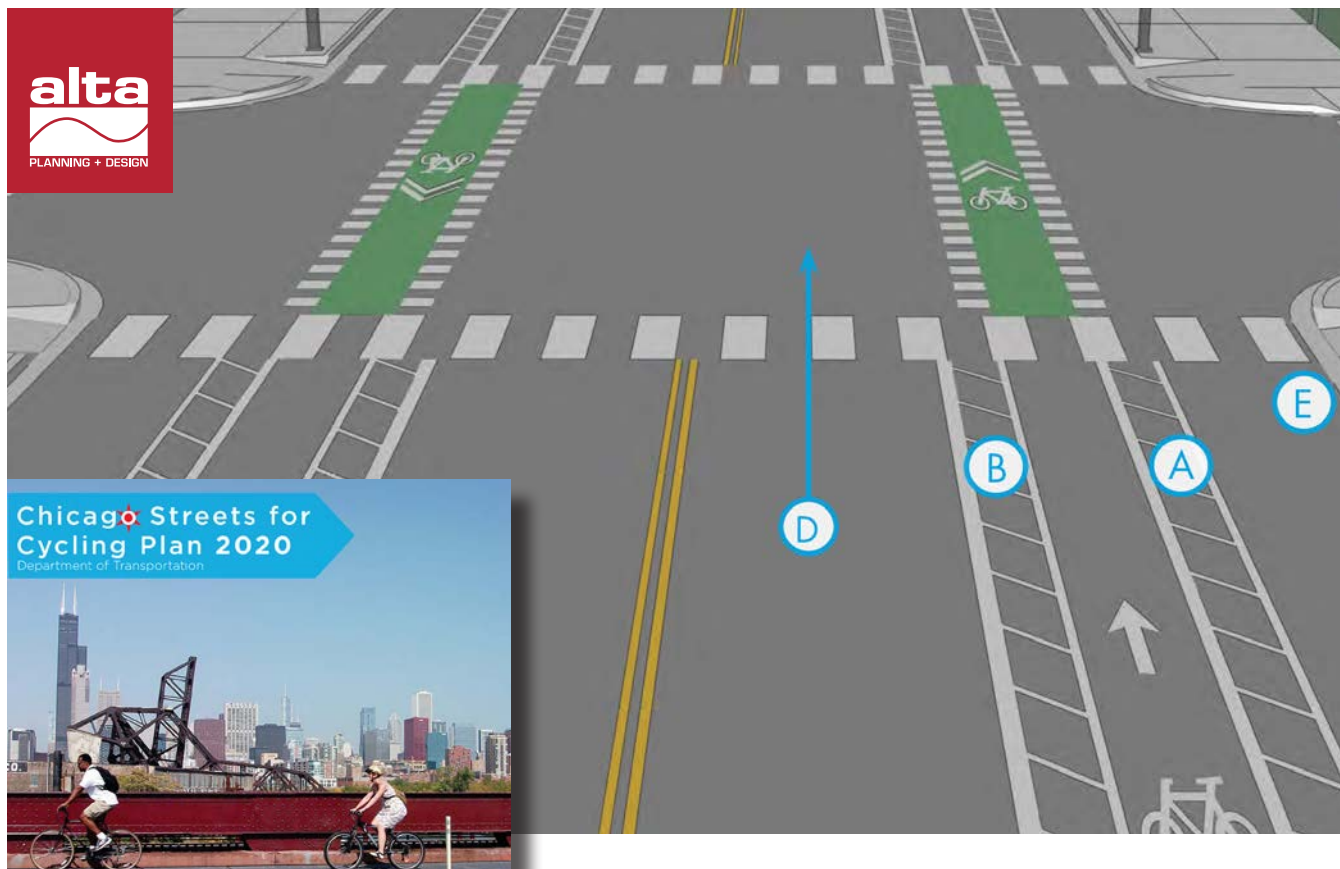
**Sponsoring Agency:** City of Pleasant Hill

**Sponsor Project Manager:** Madeline Sturms, AICP, 5160 Maple Drive, Suite A, Pleasant Hill, IA 50321, (515) 309-9464, msturms@pleasanthilliowa.org

**Duration:** 2017-ongoing

**Budget:** \$53,552

**Key Staff/Roles:** Paul Wojciechowski, Principal-in-Charge; Tim Gustafson, Project Manager; Kristen O'Toole, Planner; Yosef Howley, Senior Engineer



## Chicago Streets for Cycling Plan 2020, Facilities Guide, and Implementation, IL

**Sponsoring Agency:** City of Chicago

**Sponsor Project Manager:**

Michael Amsden, Bikeway Program Manager, 300 N La Salle St, # 400, (312) 742-2973, Mike.Amsden@cityofchicago.org

**Duration:** 2011-2013 (Planning 10/11-6/13, Engineering)

**Budget:** \$61,000 (planning)  
\$121,077 (engineering)

**Key Staff/Roles:** Paul

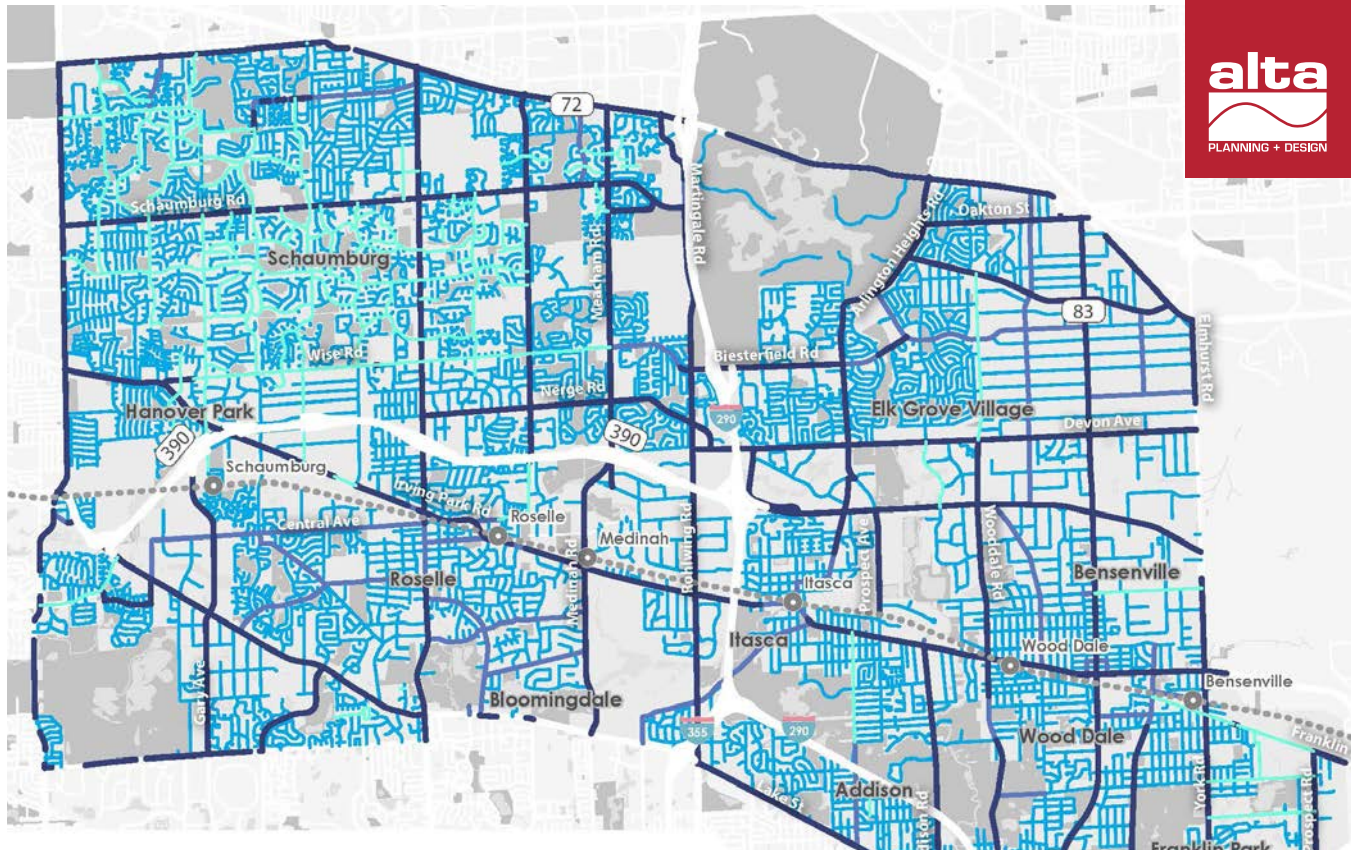
Wojciechowski, Principal-in-Charge;  
Yosef Howley, Senior Engineer;  
Kris Neurauter, Project Coordinator

Alta worked as part of a team to prepare Chicago's Streets for Cycling 2020 Plan. The goal of the plan is to identify up to 250 miles of innovative and enhanced on-street bicycle facilities to be established in Chicago by 2020 that will allow all cyclists, from children on their first bike ride to senior citizens on their way to the grocery store, to have opportunities to ride comfortably, confidently, and safely.

The team identified opportunities and challenges with a GIS base map and shape-files featuring all bicycle facilities in Chicago, and identified gaps in the existing bicycle network. As part of the project, Alta led efforts to develop a Chicago-specific Bikeway Facilities Design Guide modeled after Alta's previous work on the NACTO *Urban Bikeway Design Guide*. The team developed implementation criteria for selected treatments, including the necessary right-of-way, traffic volumes, parking and bicycle volumes, as well as factoring in unique features to Chicago, such as diagonal streets (and complex intersections), alleys, and snow removal.

Alta is currently assisting with design, engineering, and implementation of 44 miles of bikeways identified in the plan. We are preparing construction documents for high priority corridors that include buffered bicycle lanes, bicycle boulevards, parking protected cycle tracks, and bus islands on the cycle tracks. Our designs utilize the full toolbox of complete street treatments to create environments that are safer for walking and bicycling.





## Elgin-O'Hare Bicycle and Pedestrian Plan, Chicago, IL

Alta is working with Addison, Bensenville, Bloomingdale, Elk Grove Village, Franklin Park, Hanover Park, Itasca, Roselle, Schaumburg, and Wood Dale on planning for bicycle and pedestrian improvements in the Elgin-O'Hare Expressway (IL 390) region. In doing so, this plan will increase connectivity with existing bicycle and pedestrian infrastructure, improve bicycle and pedestrian access to transit and other key destinations, and enhance the overall quality of life in nearby communities. The approximately 70-square-mile study area includes ten municipalities, two counties, and multiple jurisdictions, including several transportation agencies responsible for the facilities and services used by travelers.

The Elgin O'Hare Regional Bicycle and Pedestrian Plan will guide future investments in bicycle infrastructure and programming to provide safe, comfortable, and convenient bicycle travel for the area's residents, businesses, and visitors. This project is supported through the Chicago Metropolitan Agency for Planning's (CMAP) Local Technical Assistance (LTA) program, which is funded by the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Department of Housing and Urban Development (HUD), Illinois Department of Transportation (IDOT), and the Chicago Community Trust.

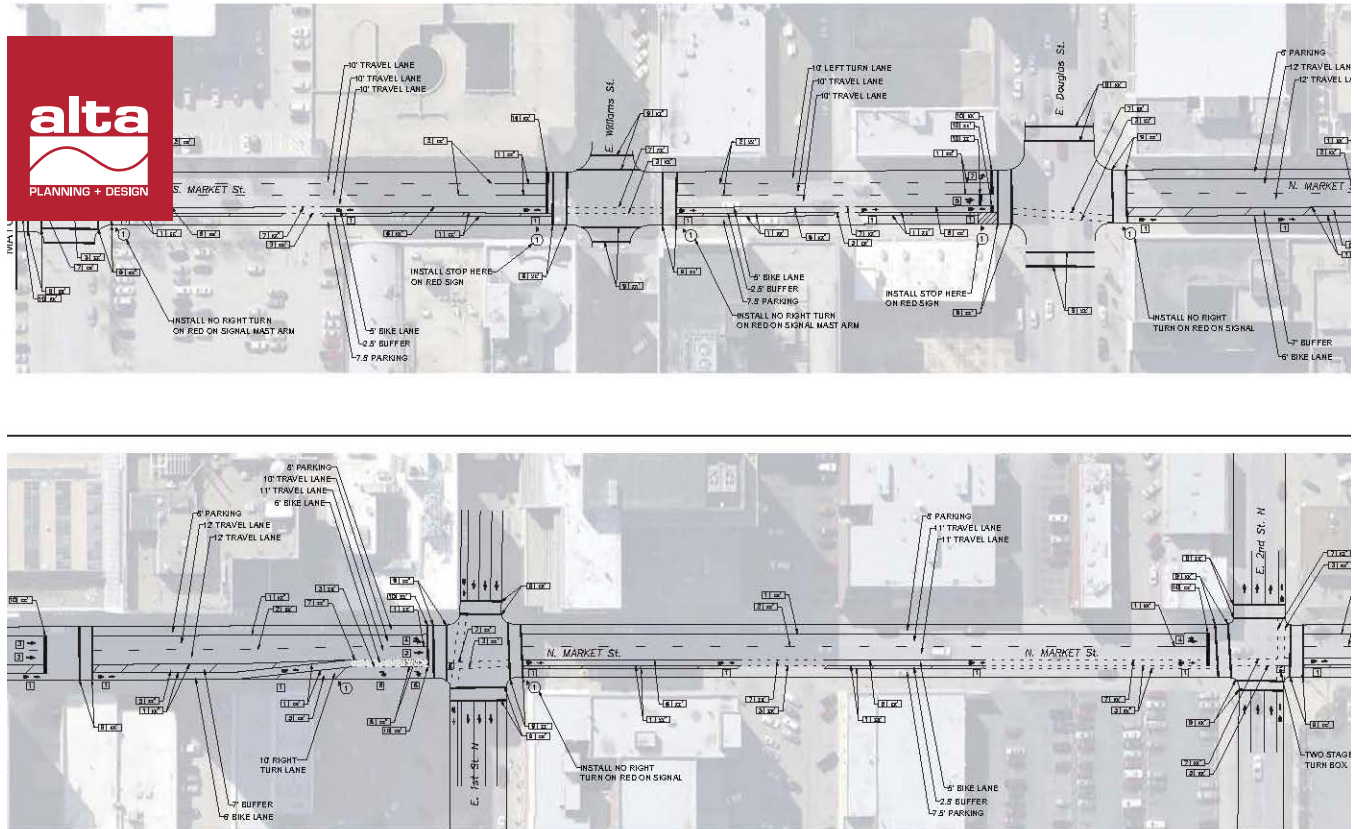
**Sponsoring Agency:** Chicago Metropolitan Agency of Planning

**Sponsor Project Manager:** John O'Neal, Associate Planner and Bicycle and Pedestrian Program Manager, 233 South Wacker Drive, Chicago, IL 60606, (312) 386-8822, [joneal@cmaphillinois.gov](mailto:joneal@cmaphillinois.gov)

**Duration:** 2015-ongoing

**Budget:** \$159,616

**Key Staff/Roles:** Paul Wojciechowski, Principal-in-Charge; Kristen O'Toole, Planner; Kris Neurauter, Project Coordinator



## Market/Topeka Bikeway Project, Wichita, KS

**Sponsoring Agency:** City of Wichita

**Sponsor Project Manager:** Paul Gunzelman, Project Manager,  
455 N Main, Wichita, KS 67202,  
(316) 268-4393,  
pgunzelman@wichita.gov

**Duration:** 2013-2014

**Budget:** \$93,460

**Key Staff/Roles:** Paul Wojciechowski, Project Manager

Alta led the design of bikeways through downtown Wichita-Market Street and Topeka Avenue —a pair of one-way streets. The original concept was very open in that bike lanes were proposed, but lane reconfiguration allowed for the development of buffered bike lanes, as well as bike lanes where shared lane markings were proposed. Alta provided alternative configurations and traffic analysis that provided the City with information to take to public meetings, as well as to elected officials to garner support for the enhanced bikeway options that met the needs of the community.

Alta prepared community engagement information, conceptual, preliminary and final engineering drawings, design specifications for materials to be used for implementation, estimate of construction costs, and traffic analysis for roadway reconfigurations.





## St. Charles Centennial Greenway, MO

Alta assisted a team in working with MoDOT, the City of St. Charles, and Great River's Greenway to extend the Centennial Greenway from the Heritage Museum across the Rte. 94/364 Interchange that links the Katy Trail to neighborhoods, schools, and parks. Alta was responsible for developing planning elements, engagement, bicycle and pedestrian facilities and a safe crossings at this major MoDOT interchange at Route 94 and Route 364.

Alta assisted in all phases of the planning and conceptual study including public outreach activities for the plan, as well as performed the analysis of survey data and public comments, documentation of the community engagement process, and development of project information sheets and other communications to engage members of the community.

Alta was a part of the final PS&E plan development tasked with signal design, traffic control, signing, striping and wayfinding signage design. The project is currently in the construction phase where Alta is supporting activities with shop drawing reviews and project monitoring.

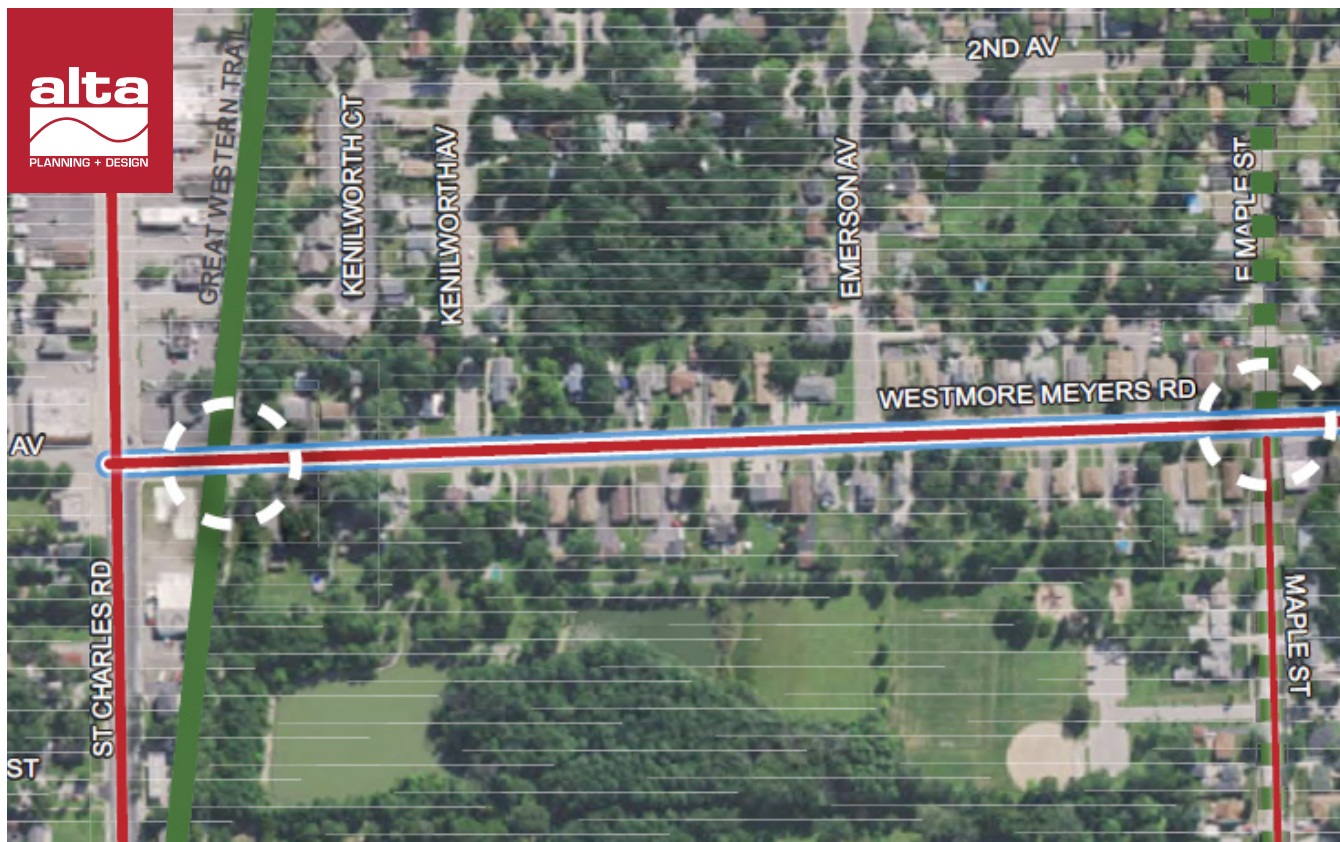
**Sponsoring Agency:** Great Rivers Greenway

**Sponsor Project Manager:**  
Patrick Owens, Project Manager,  
6178 Delmar Boulevard, St.  
Louis, MO 63112, (314) 436-7009,  
powens@grgstl.org

**Duration:** 2012-2013

**Budget:** \$77,140

**Key Staff/Roles:** Paul  
Wojciechowski, Project Manager



## Westmore-Meyers Road Phase I Engineering Support, Lombard, IL

**Sponsoring Agency:** Village of Lombard (owner), Christopher B. Burke Engineering Ltd (prime)

**Sponsor Project Manager:**

Carl S. Goldsmith, Director of Public Works, Village of Lombard, 1051 S. Hammerschmidt Avenue, Lombard, IL 60148, (630) 620-5740, goldsmithc@villageoflombard.org;  
Jason Souden, PE, Christopher B. Burke Engineering Ltd, 9575 W. Higgins Road, Suite 600, Rosemont, IL 60018, (847) 823-0500, jsouden@cbbel.com

**Duration:** 2017-ongoing

**Budget:** \$26,320

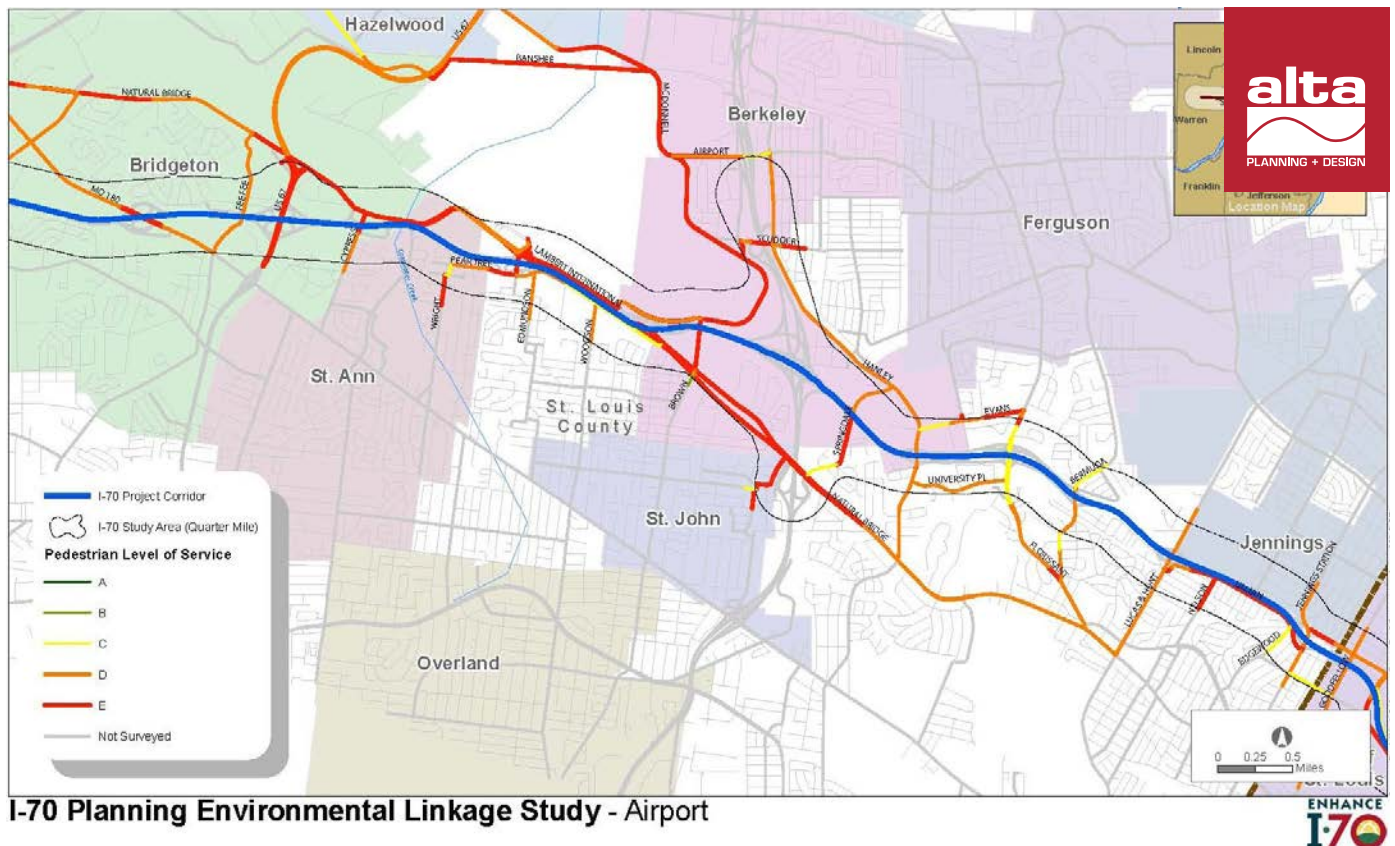
**Key Staff/Roles:** Paul

Wojciechowski, Principal-in-Charge;  
Tim Gustafson, Project Manager;  
Kristen O'Toole, Planner

Alta provided phase I engineering and design support to a firm for the design of a buffered bike lane as part of a roadway resurfacing improvement on Westmore-Meyers Road in Lombard, Illinois. Alta prepared the bicycle master plan for the Village of Lombard in 2015 and was retained to assist through implementation. This included a bicycle and pedestrian audit of the approximately two-mile project corridor, identification of crosswalk and traffic control recommendations, and development of recommendations to guide bike lane and roadway design.

The bike lane improvement crosses two shared-use paths within the project limits, and Alta assisted in conceptual design to improve these crossings through the use of pavement markings, shared use path design, and regulatory and warning signage and traffic control devices located within 300 feet of signalized intersections.





## I-70 Corridor Planning and Environmental Linkage Study, St. Charles, MO

Alta is part of a multi-disciplinary team to prepare a Planning and Environmental Linkage (PEL) study for I-70. The study will be used as part of the regional needs assessment and to guide strategies for new development. The corridor runs from the I-70/I-64 interchange in Wentzville to the New Mississippi River Bridge complex in downtown St. Louis. The project team is working collaboratively with stakeholders to confirm the long-term vision for the corridor and identify Sections of Independent Utility as part of the MoDOT First Tier Environmental Impact Statement. Alta is leading the pedestrian and bicycle quality of service task, using our proprietary GIS modeling and analysis tools to develop a fine grained understanding of the quality of sidewalks and bicycle facilities for a half mile on each side of the corridor. Alta will also contribute to the non-motorized purpose and need statement, assist in the development of plan alternatives, and final evaluation of the preferred option. One of Alta's major roles is to see that bicycle and pedestrian movements are compatible with each other and motor vehicles.

**Sponsoring Agency:** MoDOT (owner), Jacobs Engineering (prime)

**Prime Project Manager:** Tracey Lober, Central Region Quality Manager, Jacobs Engineering Group, 5201 California Ave, Bakersfield, CA 93309, (314) 335.4219, racey.lober@jacobs.com

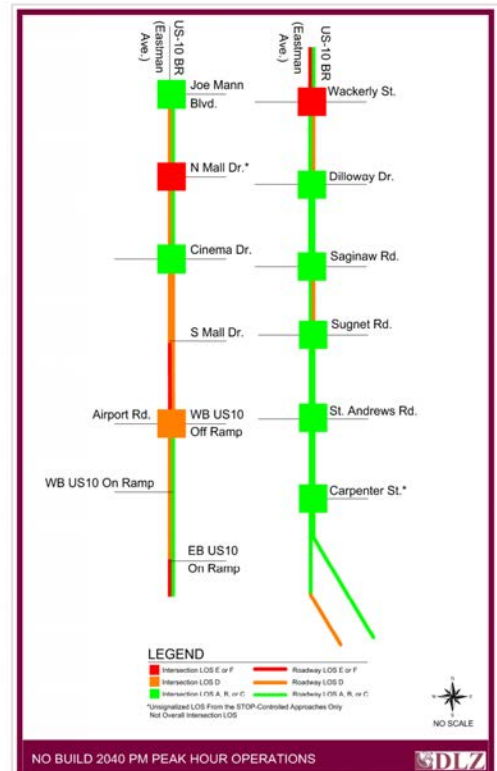
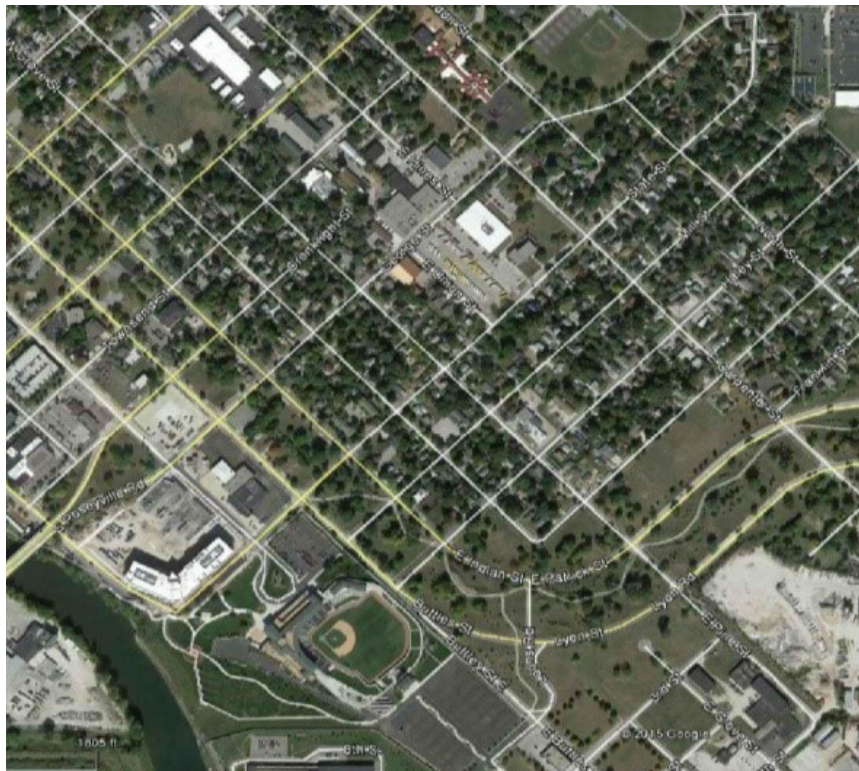
**Duration:** 2014-ongoing

**Budget:** \$28,591

**Key Staff/Roles:** Paul Wojciechowski, Project Manager







## US-10 Business Route Corridor Study, Midland, MI

DLZ was contracted by the Michigan Department of Transportation (MDOT) Bay Region to perform a corridor study for the US-10 Business Route (BR) through the City of Midland. The 5-mile corridor runs from Washington Street to the east and to the US-10 interchange to the north.

DLZ coordinated with MDOT, City of Midland, Midland Area Transportation Study (MATs), and various stakeholders such as Momentum Midland, Midland Chamber of Commerce, and the Midland Downtown Development Authority (DDA) to develop road improvement alternatives that accommodate existing and projected traffic volumes, increase vehicular and non-motorized safety, improve non-motorized mobility, and at the same help promote economic development. A key component of the study is improving non-motorized mobility and connectivity to downtown Midland.

The project included traffic projections based on future land uses, and a detailed traffic evaluation of various road improvement alternatives, including the possible conversion of US-10 BR from one-way to two-way traffic operations. Construction cost estimates were also developed.

In order to meet the goals of the project, a comprehensive public involvement program was enacted throughout the entire project process. Meetings were held with numerous local stakeholders, business owners, members of the public, and advocacy groups to collect community input.

**Sponsoring Agency:** MDOT Bay Region

**Sponsor Project Manager:**

David Dykman, PE,  
5859 Sherman Road, Saginaw, MI  
48604, (734) 794-6410 x 43685,  
ddykman@a2.gov

**Duration:** 2017

**Budget:** \$110,000

**Key Staff/Roles:** Jason T. Whitten, Project Manager; Sean P. Riley, PE, Early Preliminary Engineering; Charles Fawcett, Traffic Engineer



## Downtown Midland Streetscape Redevelopment Study and Design, Midland, MI

**Sponsoring Agency:** City of Midland

**Sponsor Project Manager:** Brian McManus, 333 W Ellsworth Street, Midland, MI 48640, (989) 837-3353

**Duration:** 2017

**Budget:** \$510,000

**Key Staff/Roles:** Sean P. Riley, PE, Lead Engineer, Public Involvement; Charles Fawcett, PE, PTOE, Traffic Analysis; Jason T. Whitten, Traffic Studies

DLZ served on a team contracted by the City of Midland (City) to perform a streetscape study and design for Main Street from M-20/Jerome Street to State Street in the City. The study phase of the project included a detailed traffic analysis of Main Street and all cross-roads, geotechnical investigations, cost estimation, topographic survey, and development of streetscape concept design plans.

The main work tasks performed by DLZ during the design phase of the project included geotechnical engineering, utility coordination, roadway design, traffic signal removal, drainage design, maintenance of traffic design, design of non-motorized facilities, 3D model development, and construction cost estimates. In addition, DLZ work included preparation of front-end documents and specifications, signal warrant analyses, before and after study for All-Way Stop Control implementation, and preparation of an engineering report.

DLZ participated in an extensive public outreach campaign including public workshops, local business input, and stakeholder meetings. Coordination was undertaken with the City, the Midland Downtown Development Authority, the Midland Area Transportation Study, Michigan Department of Transportation, and various stakeholders such as Momentum Midland, and the Midland Chamber of Commerce.



## RESPONSES TO SCOPE OF WORK



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# Understanding the Required Scope of Work

## Task 0 - Project Management

Alta incorporates a quality control process that is woven into project research, management, communications, and deliverables. For each step of the process, we conduct quality control reviews at the staff level, review by the project manager, and principal-in-charge. Throughout the planning and conceptual engineering process, we will provide drafts to SWMPC, then conduct a review meeting to answer questions and collect feedback, after which requested edits are made prior to distribution to the stakeholder committee that is assembled for the project. Alta will provide progress reports in each monthly invoice and will conduct project management phone calls as requested during the process. We can adapt the website during the project to enhance elements to meet visitor needs and the needs of the SWMPC.

## Task 1 - Project Kick-Off

Upon notice to proceed, the Alta team will meet with SWMPC to review the project scope and discuss how the corridor functions, what challenges exist, and collect opinions and thoughts about what could be better about the corridor. As described by SWMPC, this meeting will be open to the public, and we want to schedule this meeting for a venue and at a time that maximizes opportunities for engagement by the public as a result.

Everyone is welcome to comment, and our project approach will encourage in-person and online engagement to document what these issues are.



Stakeholder group interviews and meetings are an essential component of the planning process. Local goals and needs will be communicated to direct the development of recommendations.

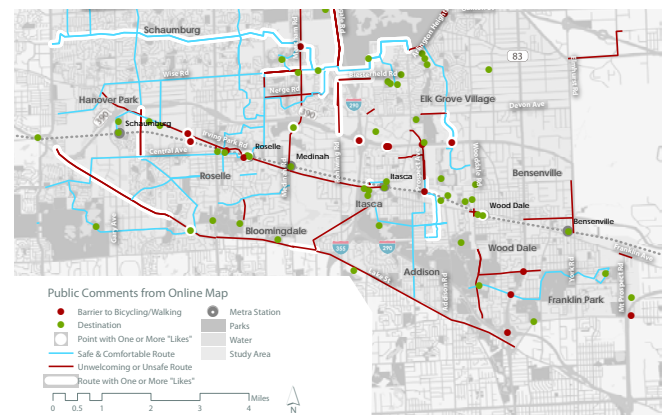
Following the project kick-off meeting, the Alta team will launch a web-based interface for public comment and invite people to drop pins at any point along the project corridor and identify what issues exist. We most recently accomplished this for the Centennial Greenway at Delmar project in St. Louis, Missouri.

Alta's web-based engagement specialists develop these web-based maps in-house, and we can customize what questions should be asked and how the interface appears to the user. This affords us greater flexibility than using third-party web-based surveys, and allows us to add to the site throughout the project to include maps, photographs, a project calendar, and a place to store project deliverables. This helps keep the entire project public-facing, and serves as a one-stop location to send any interested parties who wish to participate in the project at any time.

At the meeting, the Alta team will answer the question, "why is this project needed and who are the stakeholders for this project?" Deliverables from this task will include the purpose and need statement as identified by SWMPC as well as meeting notes and the launch of an online map-based engagement site. The online map will remain active for the duration of the existing conditions task and will remain visible thereafter for the duration of the project.

## TASK 1 DELIVERABLES:

- Purpose and need statement
- Meeting notes
- Online map and engagement site



The Alta team will launch a web-based interface for public comment and invite people to drop pins at any point along the project corridor and identify what issues exist.



## Task 2 - Document Existing Conditions

The objective of Task 2 will be to document the current conditions of the corridor, collect feedback on what we find, and use this information to identify the main issues that SWMPC, the Alta team, and the public want to see addressed. The survey activities for this task will be led by DLZ. The limits of the survey are Napier Avenue from the St. Joseph River to I-94. The data collected will include:

- Cross sections every 200 feet and at grade breaks sufficient to generate contours at one foot intervals
- Existing buildings, pavement, curb, sidewalks, fences, power poles, ditches, culverts, driveways, signs, retaining walls, mail boxes
- Plotted locations and elevations of existing utilities above ground such as: manholes, cleanouts, hydrants, valves, power poles, light poles, ditches, culverts
- Outline of wooded areas, and isolated trees over 6 inches in diameter
- Subsurface utilities will be depicted in accordance with Quality Level C as defined by CI/ASCE 38-02 "Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data." Quality Level C is described as follows:
  - » Quality Level C: "QL C", utility information obtained based on record information (and information provided by a MISS DIG Design Ticker Request), plotted to correlate with surface utility features which have been field verified, survey located and accurately reduced onto the design/construction documents. Included in this category are utility depictions, which in the professional opinion of the surveyor or engineer represents the most probable approximate horizontal location, type and existence of a utility
- Existing apparent right-of-way lines and approximate property lines will be determined as part of the project based on found monumentation, County GIS information, and documents provided to the surveyor

The Alta team will visit Napier Avenue to collect observations, take photographs, and confirm that GIS data collected is consistent with our observations. Using this data and our field observations, we will prepare an issues map for review by SWMPC.

We will hold a review conference with SWMPC and discuss key issues that were identified during the existing conditions process. The Alta team will make revisions as directed by SWMPC, prepare a PowerPoint presentation, prepare a large-format corridor map, and develop a questionnaire for stakeholders to complete either at the public meeting or online.

The Alta team hold a public meeting to discuss our findings, and use the large format issues map as a way to give meeting participants a tour of the corridor. This will be an open-house style meeting, and the PowerPoint presentation will be given when a critical mass of meeting participants are in attendance, approximately one (1) hour after the meeting begins.

Following the presentation, the Alta team will answer questions from the assembled group, and will continue to conduct tours of the issues map and discuss the findings of the existing conditions process with individuals and small groups.

At the meeting, the Alta team will distribute a questionnaire that meeting participants can complete or take home to complete online.

This will facilitate our ability to collect feedback from interested parties who could not attend the public meeting. Meeting participants will be encouraged to share this widely in the interest in reaching as wide an audience as possible. Information will be posted on the website to offer additional opportunities to comment on materials presented at the open house. All materials from the open house will be posted on the website.



The Alta team will hold a public meeting to discuss our findings, and use the large format issues map as a way to give meeting participants a tour of the corridor.

## TASK 2 DELIVERABLES:

- Deliverables will be in the form of an AutoCAD Civil 3D base map drawing
- Horizontal Datum shall be the North American Datum of 1983 (NAD83), Michigan North Zone
- Vertical Datum will be the North American Vertical Datum of 1988 (NAVD88). Units will be International feet

## Task 3 - Develop Alternative Concepts and Evaluation Matrix

After the review of the issues map and discussions with SWMPC and stakeholders, the Alta team will develop three (3) conceptual plans of the corridor to show what it could look like with various changes to the roadway cross section, intersections, accommodations for bicycle, pedestrian, transit, and automobile modes of transportation. Each concept will be accompanied by a matrix that shows the relative hierarchy and trade-offs between each mode of transportation in the corridor, coupled with other high-level metrics to allow stakeholders and SWMPC to compare the corridors to each other. Metrics for analysis will be gathered from engagement activities and redefined. These metrics may include, but are not limited to:

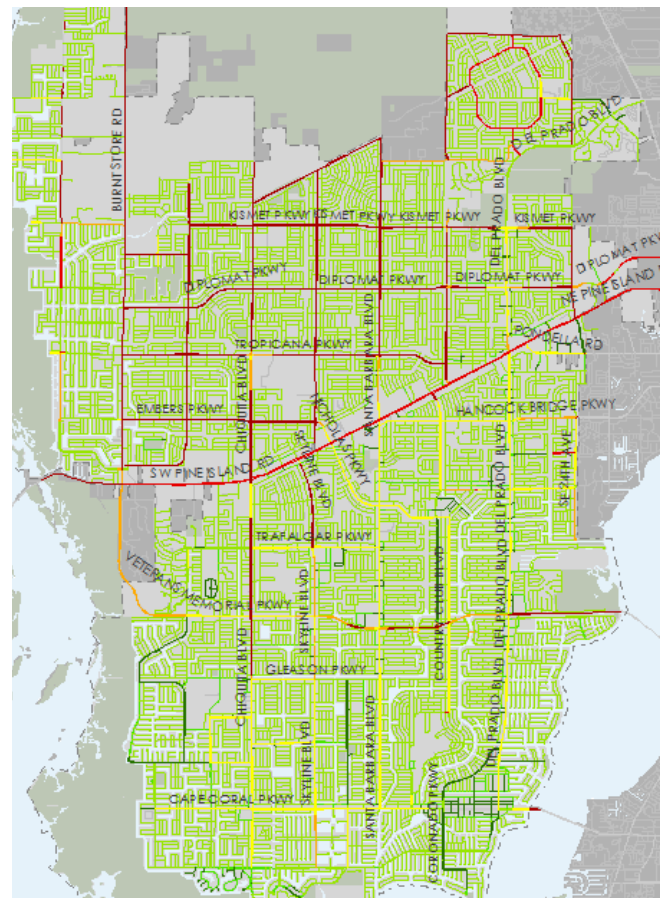
- Multimodal Level of Service (LOS)
- Accommodation of modes within right-of-way
- Modal hierarchy
- Crash modification factors (CMF) used in each design
- Level of traffic stress (LTS)
- Identification of significant projects (e.g. flyover, grade separation)

Knowing that buy-in for each of the three concepts will be the shared responsibility of Berrien County Road Commission and MDOT, it will be important for the Alta team to prepare and develop concepts in the presence of these two agencies along with SWMPC. The Alta team will submit a draft of the three concepts to SWMPC for a round of review prior to a joint meeting with SWMPC, MDOT and the Berrien County Road Commission. The Alta team will hold a design development meeting at the Berrien County Road Commission offices to review each of the three concepts, and encourage an active mark-up of the concepts by everyone in attendance.

At this meeting, the Alta team will have a laptop and projector on hand to do real-time adjustments to cross-sections using Streetmix.net to prepare rapid, sketch-level cross-sections based on discussions with meeting participants.

Following the meeting with SWMPC and Berrien County, the Alta team will prepare meeting notes and a comment list of recommended changes to the concepts based on comments collected at the design review meeting and mark-ups to the draft corridor concepts. We will submit these meeting notes and the comment list to Berrien County, MDOT, and SWMPC for concurrence, and then will make revisions as directed by these meeting notes.

Based on these revisions and discussions with SWMPC and stakeholders, the Alta team will recommend an alternative that will be refined in Task 4.



Alta's level of service analysis maps, such as this one for the City of Cape Coral, Florida Bicycle and Pedestrian Plan, help guide implementation, design criteria to help City Staff and community stakeholders develop project designs to help improve quality of life, support economic development, and improve neighborhood access to parks, schools, and other daily destinations by walking and biking.

**TASK 3 DELIVERABLES:**

- Three (3) conceptual plan drawings, typical cross-sections, intersection traffic control
- Design development meeting notes
- Evaluation matrix
- Review meeting notes and comment list
- Concept evaluation summary memorandum and recommendation for preferred alternative

**Task 4 - Develop Conceptual Engineering Design Plan for Preferred Alternative**

The Alta team will develop a conceptual engineering design plan for the preferred alternative. Our objective for this task will be to bring the conceptual engineering plan to 30% design, which will include typical cross sections, plan, and profile drawings based on the survey prepared in Task 2.

**TASK 4 DELIVERABLES:**

The preferred alternative conceptual plan will contain the following information:

- Plan and profile
- Topographic survey
- Identification and location of utilities, drainage
- Traffic control devices
- Typical cross sections
- Crosswalk location
- Geometric design of curbs, curb radii
- Placement and design of bicycle facilities (e.g. bike lanes, bike signals, intersection treatments)



Alta provided conceptual plans for the Elgin O'Hare Bicycle and Pedestrian Plan, this plan will guide future investments in bicycle infrastructure and programming to provide safe, comfortable, and convenient bicycle travel for the area's residents, businesses, and visitors.

- Placement and design of transit facilities (e.g. transit lanes, bus stops, queue jump or exclusive traffic control infrastructure)

**Task 5 - Document the Study Process and Produce a Draft Report (and Final Report)**

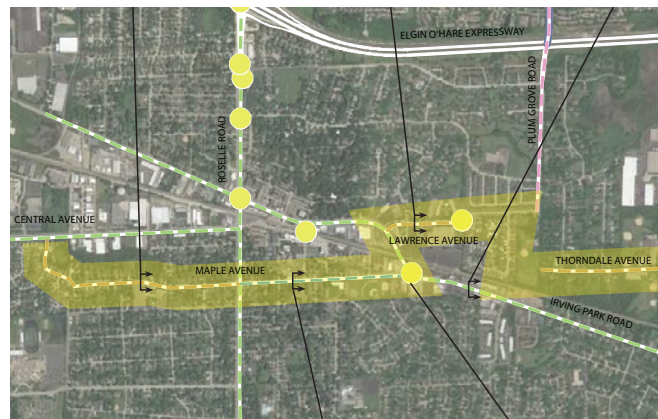
The Alta team will compile the memoranda, evaluation matrix, concept plans, and the conceptual engineering design plan for the preferred alternative into a draft report, and submit this draft to SWMPC for review.

The Alta team will submit the draft report to SWMPC for review and comment, and will hold a draft report review conference meeting to answer questions and collect feedback. We will prepare meeting notes and a comment list for changes requested by SWMPC prior to distribution to the steering committee. The Alta team will meet with SWMPC and the steering committee and review the draft report and preferred concept to answer questions and collect feedback a final time from the assembled group. We will prepare meeting notes to document requested changes and final comment list.

The Alta team will make revisions as directed by the final comment list and submit a final report to SWMPC.

**TASK 5 DELIVERABLES:**

- Draft report
- Review conference meeting notes and comment list
- Steering committee meeting notes and comment list
- Final report





## Management Plan and Approach

In reviewing the background information in the request for proposals, research on recent work and news for Napier Avenue, and based on our familiarity with Berrien County and the region, it became clear that SWMPC has identified a need for a fresh look at the issues that exist. While we at Alta draw on national experience in feasibility studies and design, our approach is local. The framework below shows who we will talk to and in what capacity, but our interest is in getting to the heart of the issues. We want to learn what has been tried in the past and what roadblocks exist that hinder innovation. Are these barriers infrastructure-based, procedural, or a combination of both?

For each task outlined in the scope of work, we propose that SWMPC act as a liaison between the Alta team and the project stakeholders. Communications between the consultant and stakeholders will travel through SWMPC, and Alta will provide SWMPC with meeting information and materials for distribution.

## Schedule

At the start of the project, the Alta team will identify target dates for meetings and delivery of work products, prepare documentation to secure relevant data (i.e. GIS), and identify how often and in what manner project meetings will be conducted.

The project schedule will be referred to during project meetings, and will be adjusted as dates are finalized or moved to accommodate client requests or for events that require advance scheduling (e.g. public and stakeholder meetings). We will look for schedule items that may cause delays and focus on these in terms of the critical path for project completion and overall schedule.

## Communication

Tim Gustafson, Alta's Project Manager, will be the primary point of contact for the project, through which work products and project-related communications will flow. If specific task-related e-mails are exchanged with other members of the Alta team, Tim will be copied. Paul will serve as an additional contact for the project as Principal-in-Charge.

## Coordination Meetings

For each work product, Alta proposes an internal quality control review, followed by a one-week review period with the client. After this one-week review period, Alta will meet with SWMPC to review the work product and collect feedback. The Alta team will document requested changes and make revisions prior to circulation of work products to a wider audience or for posting on the project website. Alta will hold internal coordination meetings with SWMPC and provide project updates with each invoice.

## File Sharing

At the start of the project, Alta will work with SWMPC to determine what file sharing and data transfer needs are required. If desired, Alta recommends that file-sharing agreements be executed at the time of the contract to minimize delays.

## Performance Measures

Alta proposes the following performance measures to be used as a means of tracking progress on the project and evaluating deliverables. These include best practices employed by the Michigan Department of Transportation for its transportation network:

- » Potential for crash reduction and crash severity reduction using crash modification factors
- » Consistency with punch list and review comments
- » Consistency with conceptual engineering design checklist
- » Percentage of dollars spend on protective efforts
- » Safety funded planning with an emphasis on return on investment (e.g. design that results in fewer crashes and insurance claims)
- » Optimization of safety with respect to system performance (e.g. delays)



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# PROPOSED STAFFING PLAN AND AVAILABILITY





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# Proposed Staffing Plan and Availability

## Key Team Members and Percentage of Total Contract Hours

KEY PERSONNEL	ROLE DESCRIPTION	TOTAL CONTRACT HOURS %	OFFICE LOCATION
Paul Wojciechowski, Principal-in-Charge (Alta)	As part of the Alta quality assurance process and as Principal-in-Charge, Paul will review the project work plan and work products prior to their transmission to SWMPC.	7%	St. Louis, MO
Tim Gustafson, Project Manager (Alta)	Tim will oversee the project tasks, review project deliverables, coordinate work among Alta and DLZ. Tim will attend project meetings throughout the process and will be the point of contact for invoicing and project status updates. Tim will be the main point of contact between the consultant and SWMPC.	10%	Chicago, IL
Yosef Howley, Senior Engineer (Alta)	As Senior Engineer, Yosef will be the main point of contact between the survey work being done by DLZ as well as leading conceptual design tasks for Alta. Yosef will prepare conceptual designs and work with Aaron to prepare the concepts that are developed throughout the project.	14%	St. Louis, MO
Aaron Defenbaugh, Senior Designer (Alta)	As a Senior Designer with Alta, Aaron will work closely with Yosef to prepare design concepts and refine the preferred alternative.	15%	St. Louis, MO
Charlie Short, Planning Associate (Alta)	As a planning associate, Charlie will work closely with Tim in the preparation of work products related to the existing conditions, development and refinement of the evaluation matrix, and will co-facilitate public meetings.	5%	Chicago, IL
Jung Lee, Graphic Designer/ Web Developer (Alta)	Jung will be the developer of the project website and map, and will update web and project-based graphics.	4%	Portland, OR
Kris Neurauter, Project Coordinator (Alta)	Kris will assist the team in preparation of the overall project report layout and appearance, incorporate comments collected during the project, and will work with Aaron and Yosef on incorporation and visualizations related to the conceptual plans.	8%	Chicago, IL
DLZ Michigan, Inc.	DLZ will provide engineering survey services for the length of the corridor as described in the scope. To assist in the development of the draft concepts, DLZ will work with Alta to review design standards and requirements consistent with MDOT and Berrien County. DLZ will assist in the refinement of the preferred alternative and will provide additional data collection services as needed.	30%	MI

## Firm's Approach

Alta has experience managing similar contracts and understands the complexities associated with these types of active transportation projects. Our understanding of public spaces, the connections people form to them, and the identity they provide to the community informs our work so that each plan we lead encompasses the unique characteristics of its location. We also draw from our own active involvement in the community and use of public spaces and amenities to see that recommended infrastructure improvements are functional and add to the vibrancy of the community. Finally, our broad knowledge of the technical aspects of the design profession allow us to provide first-rate deliverables, even on aggressive schedules. Our specific approach to consultant and client relationships involves close client communication, frequent collaboration during project development, and management of efficient delegation of tasks.

### ORIGINAL, CREATIVE, AND PRACTICAL DESIGNS

Our work includes all stages of planning, design, engineering, and implementation, and the team leaders bring many years of experience implementing transportation and managing community outreach and environmental concerns. We take special pride in our ability to generate effective and realistic designs that can reflect, motivate, and inspire movement towards a more beautiful, sustainable public realm.

### SOUND AND EXPERIENCE APPROACH

Alta's key staff outlined in this proposal have experience with similar environments; years of planning and design experience; and are skilled at understanding each unique planning environment and how to provide improvements while respecting local context.

When conducting a transit feasibility study for the River North Streeterville area of Chicago, Tim Gustafson was part of a team that narrowed 13 possible scenarios to ever smaller groups based on rapid rounds of review using existing GIS data coupled with frequent visits and confirmations in the field. This process of elimination-style of conceptual planning and feasibility review helped make the most of collected data while also helping to narrow the field so that the client and the consultant team could dig deeper into determining feasibility for those concepts that had the most potential.

### CAREFUL PROJECT PLANNING

Effective project management requires careful definition of tasks, responsibilities, and products so that each team member has a shared understanding of each piece of the project. We begin with a thorough understanding of the project context and issues, the client's goals and objectives, and each specific task and product. At project initiation, we will refine the scope, schedule and budget into a detailed work plan addressing all tasks to be completed, deliverables, project schedule, and project budget.

### AN EFFICIENT COLLABORATIVE PROCESS

The Alta team will help create and deliver a collaborative effort between City staff and key project stakeholders. We take special pride in our ability to generate effective and informative collaborative relationships with our clients and project partners.

## Project Management Approach

Producing a high-quality project that meets the City's needs and financial and schedule criteria requires an understanding of the concerns of the City, its department, and other stakeholders. Therefore, effective project management requires communication skills that facilitate a common expectation of project outcomes. Alta provides a strong, experienced project management team and maintains open lines of to provide quality, cost, and schedule control. The following outlines Alta's procedures for effectively managing a project.

Specific project management responsibilities or tasks to be completed include:

- » Prepare and update project contacts list
- » Oversee and administer work of sub-consultants
- » Prepare, monitor, and update the project schedule
- » Prepare action items required of the Alta team members at all meetings
- » Provide quality control throughout the duration of the study
- » Provide regular communication to the client on project issues and progress



## COMMUNICATE EFFECTIVELY

Throughout the planning process, Alta's project manager will be in regular contact with City staff to keep them apprised of the project effort and to seek their input at key decision points. This will include face-to-face meetings, e-mails, telephone calls, and written documents. We will produce monthly progress reports that summarize tasks completed, and outline tasks to be completed over the next 30 days. In addition, Alta will produce detailed meeting summaries covering the discussion items and will include a list of follow-up tasks and the responsible party for each task in a Status of Open Items (SOI) format. At the completion of each major work task, Alta will produce a working paper with accompanying maps and graphics. These working papers will help participants involved with the planning process to be on the same page and will serve as the basis of the final master plan elements. Alta will provide an FTP site for the sharing of large documents, and a project website to post maps, reports, and other items as appropriate.

## COST, BUDGET, AND SCHEDULE CONTROL

Alta project managers use Deltek Vision software to manage the complete lifecycle of a project. Our 30 offices across the US and Canada are able to track and manage project progress with streamlined collaboration and information sharing across a distributed project team. Project costs, fees, and schedule are captured in real time for accurate and complete client budgeting and billing. We will conduct cost and technical reviews at project milestones. These reviews enhance productivity and provide service to our clients.

Our team has an excellent record of delivering high-quality, award-winning, comprehensive plans to communities on time and within defined budgets. We invite the city staff to contact our references listed in the Relevant Experience section to discuss our work experience on similar projects.

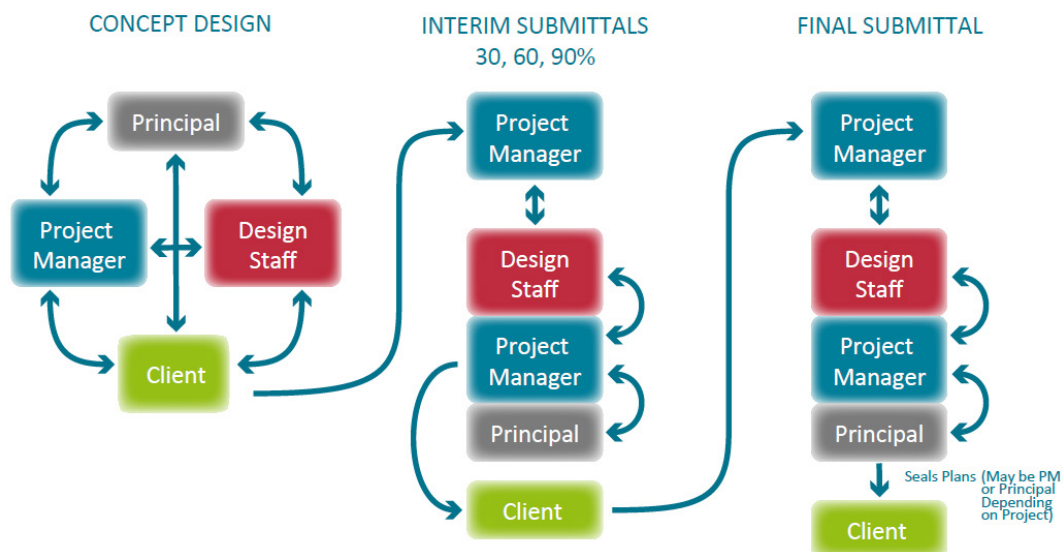
## Alta Quality Assurance (AQUA)

Alta Quality Assurance, or "AQUA", refers to our approach to providing services and developing deliverables that satisfy client requirements in a systematic, reliable way. AQUA cannot guarantee the production of quality products, but our goal is to achieve the highest level of "Alta Quality" on everything we do. AQUA is based on the time-tested premise that all of us – from the most junior level staff to the most experienced – are more successful when we get appropriate input/quality control.

Our quality assurance process includes the following:

- » Mandatory review of all products
- » Selection of the appropriate reviewer for the product
- » Good decision-making about when and who to engage for review
- » Scheduling the time required for review in advance of the product due date

The Project Manager and Principal-in-Charge are always responsible for quality control, and the Principal-in-Charge is engaged at the beginning of the project and at major decision points.



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# SCHEDULE





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# Project Schedule

	2017																			
Task	Aug				Sep				Oct				Nov				Dec			
Task 0: Project Management																				
Task 1: Project Kick-Off																				
Task 2: Document Existing Conditions																				
Task 3: Develop Alternative Concepts and Evaluation Matrix																				
Task 4: Develop Conceptual Engineering Design Plan for Preferred Alternative																				
Task 5: Document Study Process and Prepare Draft Report																				

	2018																			
Task	Jan					Feb				Mar				Apr				May		
Task 0: Project Management																				
Task 1: Project Kick-Off																				
Task 2: Document Existing Conditions																				
Task 3: Develop Alternative Concepts and Evaluation Matrix																				
Task 4: Develop Conceptual Engineering Design Plan for Preferred Alternative																				
Task 5: Document Study Process and Prepare Draft Report																				

## Legend

	Task Progress
	Report or Work Product Delivery
	Project Team & Client Meeting
	Public Meeting

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# COST PROPOSAL



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# REQUIRED FORMS AND CERTIFICATIONS



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## REQUIRED FORMS AND CERTIFICATIONS

### ADDENDA

The undersigned acknowledges receipt of the following addenda to the document:

Addendum No. 1, Dated May 30, 2017

Addendum No. \_\_\_\_\_, Dated \_\_\_\_\_

Addendum No. \_\_\_\_\_, Dated \_\_\_\_\_

Failure to acknowledge receipt of all addenda may cause the bid to be considered non-responsive to the solicitation. Acknowledged receipt of each addendum must be clearly established and included with the offer.

The undersigned understands that any conditions stated above, clarifications made to above or information submitted on or with this form other than that requested, will render bid unresponsive.

Katie Mangle, Alta Planning + Design

(Name of Individual, Partnership or Corporation)

711 SE Grand Avenue, Portland, OR 97214

(Address)



(Authorized Signature)

Vice President

(Title)

June 9, 2017

(Date)

(503) 200-3249

(Telephone)



### AGREEMENT OF GOODS and SERVICES

TO: Southwest Michigan Planning Commission  
376 W. Main Street  
Suite 130  
Benton Harbor, Michigan, 499085

The undersigned hereby agrees to furnish the goods and services as listed below in accordance with the specifications which have been carefully examined and are attached.

Signed: Katharine Mangle

Printed Name: Katie Mangle Title: Vice President

Date: June 9, 2017 Telephone: (503) 200-3249

For (Company): Alta Planning + Design

Address: 711 SE Grand Ave, Portland, OR 97214

**CERTIFICATE OF NON-COLLUSION**

I hereby swear (or affirm) under penalty for perjury:

1. That I am the Bidder or an officer or employee of the bidding corporation having authority to sign on its behalf (if the Bidder is a corporation);
2. That the attached bid has been arrived at by the Bidder independently and has been submitted without collusion and without any agreement, understanding, or planned course of action with any other vendor of materials, supplies, equipment, or service described in the Invitation for Bid, designed to limit independent bids or competition;
3. That the contents of the bid have not been communicated by the Bidder or its employees or agents to any person not an employee or agent of the Bidder or its surety on any bond furnished with the Bidder, and will not be communicated to any such person prior to the official opening of the proposals; and,
4. That I have fully informed myself regarding the accuracy of the statement made in this affidavit.

Signed Katherine Mangle

Firm Name Alta Planning + Design

Subscribed and sworn to before me this 9th day of June, 2017

Erin Cox  
Notary Public

My commission expires January 14, 2019

Bidders E.I. Number 68-0465555  
(Number used on employer's Quarterly Federal Tax Return)

June 9, 2017  
Date

Alta Planning + Design  
Bidder

Katie Mangle, Vice President  
Authorized Representative

