

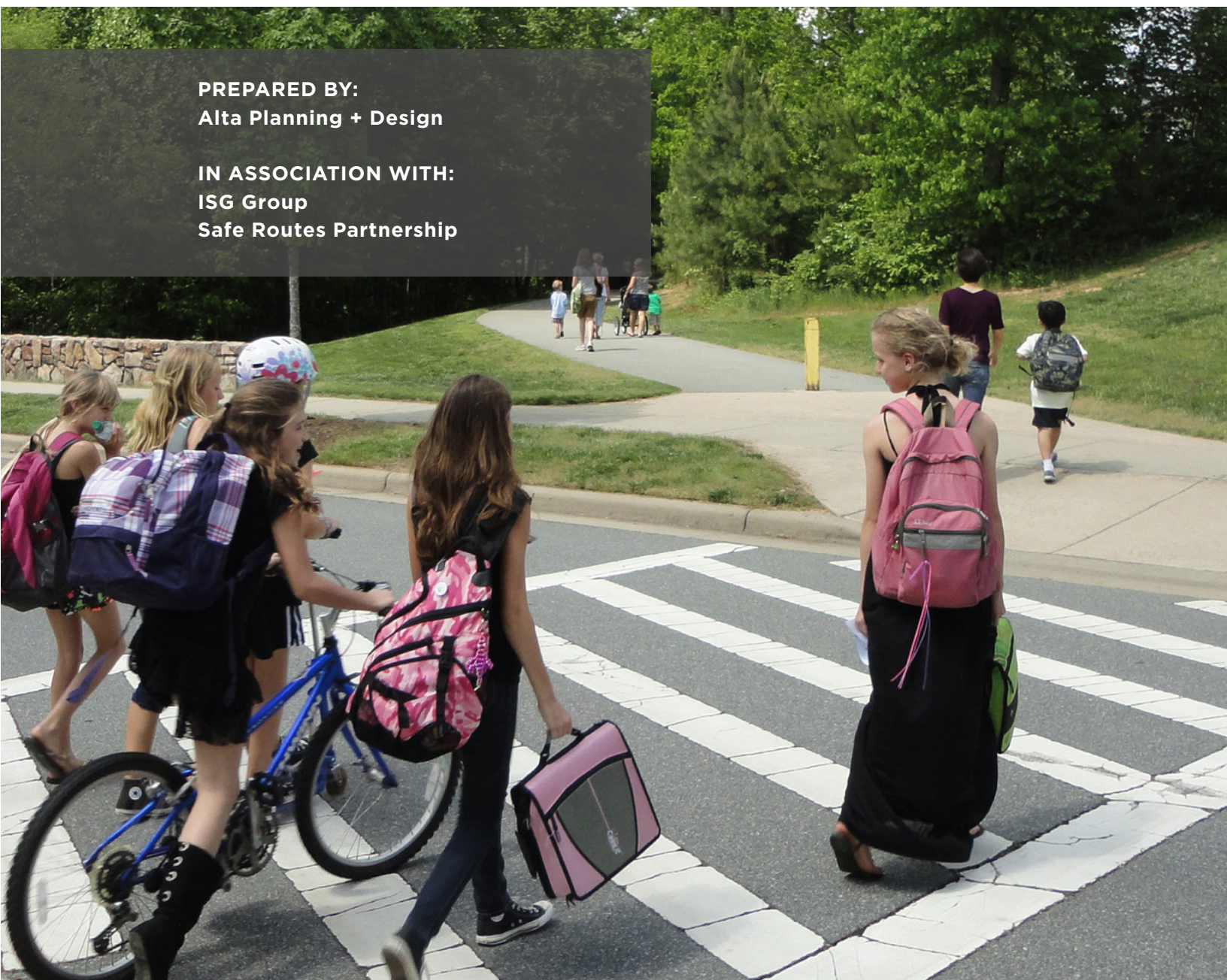
CITY OF LA CROSSE AND SCHOOL DISTRICT OF LA CROSSE:  
**UPDATE TO THE SAFE ROUTES TO  
SCHOOL PLAN PROPOSAL**

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July 25, 2019

**PREPARED BY:**  
**Alta Planning + Design**

**IN ASSOCIATION WITH:**  
**ISG Group**  
**Safe Routes Partnership**



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Minneapolis, MN 55406  
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Jack Zabrowski, Associate Planner  
City of La Crosse  
Planning and Development Department  
400 La Crosse Street  
La Crosse, WI 54601-3396

July 25, 2019

**Re: Request for Proposals for an Update to the Safe Routes to School Plan for the City of La Crosse and School District of La Crosse**

Dear Mr. Zabrowski and Members of the Selection Committee:

Alta Planning + Design (Alta) is pleased to submit this proposal to assist the City of La Crosse with developing a new city-wide Safe Routes to School Plan in conjunction with our teaming partners the Safe Routes Partnership and ISG Group.

Alta brings a depth of experience in Safe Routes to School (SRTS) planning across the upper Midwest. Over the past six years, Alta has developed over 80 SRTS plans as part of the Minnesota Department of Transportation (MnDOT) SRTS Technical Planning Assistance. We pride ourselves on our ability to work concurrently with dozens of schools. For this project, we will coordinate closely with staff and local school communities to strengthen SRTS initiatives and to provide context-sensitive recommendations and clear implementation steps. We are dedicated to creating a comprehensive “six E’s” SRTS plan—bringing an approach that builds strong support from the community to help La Crosse increase walking and biking to school while promoting active, healthy places for people of all ages and abilities.

Alta is excited to integrate the Safe Routes Partnership’s national program and policy expertise and ISG Group’s local understanding and engineering experience into our team. We will collaborate closely and combine our complementary skills and experience to manage an efficient process that results in a high-quality product. The updated SRTS plan will guide the City in providing more and better opportunities for students and families to walk, bike, and roll to school.

The Alta team brings specific, proven strengths, including:

- » **Regional SRTS Experience:** Alta’s work on the MnDOT SRTS Planning Assistance program has resulted in over 80 SRTS plans. This has led to the implementation of demonstration projects in Kasson; permanent installations of crossing improvements and bicycle facilities near schools in Minneapolis; and expanded Remote Bus Drop and Walk and Bike Train programs in Saint Paul. Additionally, Alta has developed and updated statewide SRTS resources, piloted high school SRTS programs, facilitated SRTS trainings for local team leaders, integrated students of all ages into SRTS planning, and built momentum for implementation through demonstration projects. Jimmy Shoemaker, AICP, Sierra Saunders, and Colin Harris, PE, LEED AP are core members of the MnDOT SRTS Planning Assistance project and will bring Alta’s vast experience to this project.
- » **Understanding of the Wisconsin and La Crosse Context:** ISG Group knows what it takes to see a project through from planning to implementation, and they do it every day in La Crosse. With a local office and more than 40 completed projects in the La Crosse area, ISG Group’s local experience and knowledge of the City’s infrastructure, policies, funding opportunities, and procedures will assist the team in developing tailored recommendations. Additionally, Alta recently worked with the City of La Crosse to analyze the economic

impacts of existing bicycle infrastructure, as well as the impact of building the entire bicycle network envisioned in the La Crosse Bicycle and Pedestrian Master Plan. This experience gives us a strong understanding of bicycling and walking in the City that will see that the SRTS plan integrates with and compliments City and community priorities and needs.

- » **Equitable SRTS Programs and Policies:** Our team understands the diverse challenges faced by schools and communities. The Safe Routes Partnership's Technical Assistance Team brings national experience with active transportation program and policy development. Our team brings our experience providing individualized support to communities and school districts across the region and the country to develop specific, targeted programs, build partnerships, and implement action plans in La Crosse that fit the community's unique needs.
- » **Refined School Site Assessment Process:** Alta is a national leader in pedestrian and bicycle planning and design for SRTS. We conduct hundreds of school walk assessments every year for projects across the country, and our team has an efficient school site assessment process. Our SRTS team of planners and engineers is trained to provide a consistent approach that leads to robust outreach and feasible infrastructure and program recommendations.
- » **Planning for Infrastructure Implementation:** Our plans result in real changes that make it safer and easier for students to walk and bike. We work closely with agency staff responsible for construction and maintenance so that we understand what is feasible and position SRTS infrastructure projects for future funding. We understand local, regional, state, and federal priorities for infrastructure funding and will work with the City to recommend projects that are well-positioned for implementation.

We look forward to the opportunity to develop a SRTS plan for La Crosse that will support transportation choices and the health of students and families. Please contact me at (503) 200-3276 or [hannahday-kapell@altaplanning.com](mailto:hannahday-kapell@altaplanning.com) or Project Manager Jimmy Shoemaker at (612) 400-9966 or [jimmyshoemaker@altaplanning.com](mailto:jimmyshoemaker@altaplanning.com) if you have any questions regarding our proposal.

Sincerely,



Hannah Day-Kapell, Principal-in-Charge  
Alta Planning + Design



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## 1. BUSINESS ORGANIZATION

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“Thank you so much for facilitating the SRTS charrette last week! The time spent together was beneficial not only in drafting a plan of action but, even more importantly, developing relationships with key community partners who will help us carry out this work!”

- JUDITH JOHNSON, INDEPENDENT SCHOOL DISTRICT 728, MNDOT SRTS PLANNING ASSISTANCE



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## FIRM INFORMATION

### Mailing Address:

2525 E Franklin Ave,  
Minneapolis, MN  
55406

### Prime Contact:

Colin Harris,  
(612) 400-9970,  
colinharris@altaplan-  
ning.com

### Incorporated:

California  
(C-Corporation);  
licensed to operate  
in the state of  
Wisconsin



**BICYCLE FRIENDLY  
BUSINESS**

# Why the Alta Team

## Alta Planning + Design

Alta Planning + Design (Alta) 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. Established in 1996, Alta has more than 200 staff in 30 offices across North America and an international workload. **We are proud to offer the specialized skills of our in-house active transportation planners, engineers, landscape architects, GIS specialists, graphic designers, and web developers, whose daily work focuses on creating healthier and more equitable communities.** Alta's people-first focus helps agencies plan for current and future mobility needs to support community visions and goals.

## SAFE ROUTES TO SCHOOL EXPERIENCE

Alta's Safe Routes to School (SRTS) professionals offer a comprehensive package that includes all six E's of SRTS: education, encouragement, enforcement, engineering, evaluation, and equity. Alta's work ranges from planning and infrastructure recommendations to program administration, effective outreach, and comprehensive evaluation. Our cross-disciplinary team can realize improvements from project identification to construction, while building community buy-in and support for programs.

## ALTA MINNEAPOLIS-SAINT PAUL TEAM

The Alta Minneapolis office was established in 2015 with Colin Harris, PE, LEED AP, the Minneapolis Office Leader. In the last four years, we have grown to a team of seven planners, engineers, and designers. We are a trusted resource for active transportation planning and design across Minnesota and the Central region, and we collaborate with colleagues nationwide on SRTS initiatives.

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

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



*Schools are at the heart of communities and health, which is why Alta has a service area dedicated to SRTS. We share best practices nationwide and have developed efficient processes for working with communities. Our school-focused design, planning, and messaging tools respond to the needs of unique communities to build support and capacity for implementation.*

## SRTS EXPERTISE AND EXPERIENCE

SRTS efforts inspire and enable students and their families to use active and shared transportation modes. Alta is a national leader in SRTS, offering more than 18 years of experience managing SRTS programs. Our dedicated SRTS team works collaboratively across the country, sharing best practices, new innovations, and the most effective approaches to overcoming barriers. Our team of SRTS evaluation experts are known nationally for establishing performance measures and communicating program outcomes.

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*Alta is a national leader in SRTS, offering more than 18 years of experience managing SRTS programs, as well as a wide range of management and program development services related to school transportation.*

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### Walking and Bicycling Assessments

Alta has extensive experience leading school walking and bicycle assessments in support of SRTS programs, or as a stand-alone service. During a school audit, participants such as school administrators, teachers, parents, and students typically observe conditions and behaviors and identify challenges or impediments that currently limit walking and bicycling. Alta is adept at facilitating discussion with participants to identify issues and brainstorm programmatic and infrastructure improvements that might address problems and concerns related to walking and bicycling to school. Alta documents these findings and can provide school improvement plans, suggested routes to schools maps, or a menu of engineering improvement recommendations based on the audit discussion and our professional expertise.

### School Improvement Plans and Suggested Routes Maps

Alta provides clear and concise maps to support a variety of user needs. Alta's GIS-based school access mapping allows seamless integration of data from fieldwork, stakeholders, and electronic files into school improvement plans. Our suggested route maps identify the best ways to walk and bike to school, and are an opportunity to share safety tips with families.

### Data Collection Serving Decision-Making

Our SRTS evaluation approach is tailored to the unique needs of the program, seeking to streamline data collection and collect information that aids in decision-making. This includes being strategic about how often to collect tallies and surveys and developing unique data collection instruments to capture feedback from school officials, parent

champions, audit participants, and others. We can collect demographic information from audit participants and those providing feedback on online maps to evaluate whether the participants in the planning process are representative of the community at large.

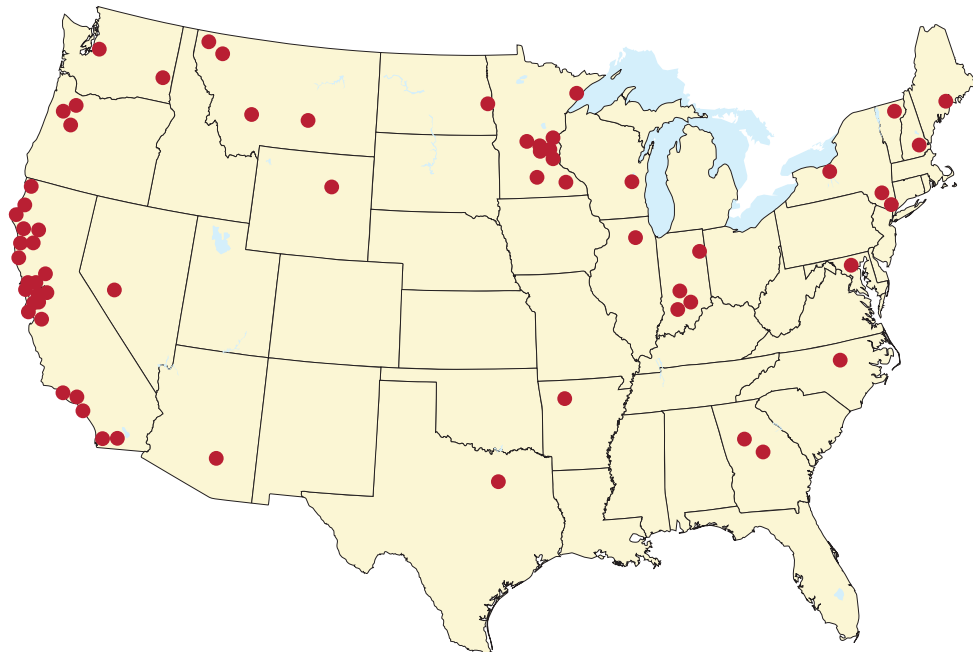
### **School Programs and Education**

Alta has a specially trained team available for school education, encouragement, and evaluation programs. From developing school curriculum and implementing in-school pedestrian and bicycle education, to reaching thousands of families through International Walk to School Day events, to evaluating the reach and effectiveness of comprehensive school education and encouragement programs, our work creates community excitement around active, healthy youth transportation.

### **School Outreach Campaigns and Events**

Alta has special strengths in preparing school-based bicycle education, awareness, and public outreach campaigns. Alta created the “We Take Time” campaign for East Central Wisconsin SRTS Communication Outreach Strategy to reinforce safe behaviors when traveling near schools. Outreach programs and media campaigns are an opportunity to engage the community in walking and bicycling topics, and can include combining earned media, ad placement, and grassroots outreach.

## **ALTA’S SRTS NATIONAL EXPERIENCE**





## ISG Group

**ISG Group will serve as the team's on-the-ground and local expert in La Crosse. ISG will support Alta during the on site field assessments and engagement, and lead the cost estimates.**

The ISG team has a rich history that extends over 46 years, of building trusting relationships with clients, stakeholders, and communities. As a multi-disciplinary firm that serves numerous markets, including Public Works, Civic and Culture, and Government, ISG fosters strong collaboration between all disciplines providing clients a diverse knowledge base, high level of creativity, and broad perspective. ISG's business philosophy is centered on building relationships, translating experience across synergistic markets to the advantage of partners, and constantly striving to add value to services by seeking new and creative technologies, professionals, and ideas. From engineering and planning to visualization and design services, working alongside ISG will mean gaining a partner and client advocate that understands the transportation, environmental, and market landscape of the area. With a local office in La Crosse, ISG has close ties to the schools, regulatory agencies, and community leaders, which will benefit the project, as will the firm's pre-established relationships from previous professional experiences. ISG has worked on more than 40 projects in the area.

### SAFE ROUTES TO SCHOOLS EXPERTISE

Backed by 300-plus in-house professionals and vast experience in the transportation engineering and education market sectors, ISG has developed an in-depth approach for SRTS. ISG's multi-disciplinary team of planners, engineers, and architects use both tested and innovative techniques to create seamless connectivity between schools and where children live and play. Having developed a wide variety of traffic studies, street plans, signage, and marking plans that put people first, ISG's experience implementing alternative and innovative designs that make streets safe is one the firm is proud of. The team selected for this project is eager to provide safe, accurate, and timely designs for the City of La Crosse and the School District of La Crosse's SRTS Plan Update and looks forward to bringing safe, accessible, community-based solutions to our children and most vulnerable.

### ISG Group provides a full range of services:

- » Transportation engineering
- » Civil engineering
- » Master and urban planning
- » Community engagement and branding
- » GIS and modeling services
- » Funding applications and administration
- » Wayfinding and signage
- » Landscape architecture
- » Land surveying
- » Construction contract administration
- » Planning, assessments, and studies
- » Cost estimating/budgeting/bidding
- » Safety improvements and permitting





## Safe Routes Partnership

**The Safe Routes Partnership will use their expertise to review existing and develop new program and policies for the City and School District. Their national experience will be critical when identifying available funding sources.**

The Safe Routes Partnership (formerly the Safe Routes to School National Partnership) is a nonprofit organization that improves quality of life for kids and communities by promoting healthy living, safe infrastructure, and physical activity, starting with bicycling and walking to school and beyond. The Safe Routes Partnership advances policy change; catalyzes support with a network of more than 750 partner organizations, as well as schools, policy makers, and grassroots supporters; and shares their deep expertise at national, state, and local levels with those helping propel their mission.

The Safe Routes Partnership's Technical Assistance Team has experience with a wide array of active transportation programmatic and policy scenarios, from the challenges of rural communities to making a difference in underserved neighborhoods. The Safe Routes Partnership team has helped communities and school districts throughout the country develop programs, partnerships, and action plans leading to new policies that support healthy and active communities. Safe Routes Partnership's staff of national experts also stay in touch with the challenges of making change on the local level.

### SAFE ROUTES TO SCHOOLS EXPERTISE

The Safe Routes Partnership staff has extensive experience with developing programs that comprehensively address the 6 E's of SRTS. Their staff can assist with designing and troubleshooting walking school buses, volunteer approaches, taskforces or committees, and other aspects of running SRTS programs. The Safe Routes Partnership can also develop tailored youth education and broader community education programs around walking and bicycling. In addition, many of their staff have experience with on-the-ground implementation of SRTS programs and can share expertise through train-the-trainer programs.

#### **The Safe Routes Partnership provides expertise in the following areas related to SRTS and active transportation:**

- » Complete Streets
- » Community planning and land use
- » Shared use
- » School district policies
- » School siting
- » Equity and the built environment
- » Personal safety and violence prevention
- » Federal transportation funding
- » Legal obstacles and liability
- » Education and encouragement program development
- » Research and analyses
- » Training, education, and capacity building
- » Project implementation assistance

## Resumes and References

The Alta team will manage this project collaboratively, through a process that provides local resources, skills, and experience. Alta will serve as the prime consultant, with support from ISG Group and the Safe Routes Partnership.

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*Alta staff are recognized national leaders in all aspects of SRTS. We will work collaboratively and combine our skills and experience to deliver a successful SRTS plan that supports the goals of the community and makes La Crosse a more active, safe, and healthy place to walk, bike, and roll.*

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Principal-in-Charge **Hannah Day-Kapell** has over 10 years of experience strategically planning SRTS programs that promote safe, healthy, and active communities throughout the country. She brings national expertise, innovation, and critical problem solving to the projects she oversees. Hannah will stay engaged at an advisory level for the project lifetime, and will participate in strategy development, work product review, and milestone meetings.

Project Manager **Jimmy Shoemaker, AICP**, has extensive experience working on SRTS projects that improve the quality of life for students and families. He will work closely with Sierra Saunders and will use the years of experience from Hannah Day-Kapell and Colin Harris to create an innovative plan that prioritizes the safety of students walking and rolling to school. He has played an integral role on numerous SRTS projects in Minnesota and across the Midwest, including the MnDOT SRTS Planning Assistance project since 2016. Jimmy will leverage his SRTS expertise and collaborative communication style to effectively lead the project team and meaningfully engage communities throughout the planning process.



**Sierra Saunders** will serve as Assistant Project Manager and support all phases of this project. She brings a unique perspective to SRTS planning, public outreach, and project implementation, and in-depth experience due to her involvement in the MnDOT SRTS Planning Assistance and Fargo SRTS Plan. Her understanding of grant applications will assist in funding recommendations for infrastructure improvements.

**Colin Harris, PE, LEED AP**, will serve as the Senior Advisor for this project. He has over a decade of SRTS planning and engineering, and will offer critical insight and experience to Jimmy Shoemaker and Sierra Saunders throughout the project. His understanding and innovation in both planning and engineering for SRTS will be an asset to this project.

Art Director **Cat Cheng** will oversee the development of the look and feel of the plan document itself. She will work with Jimmy to create a easy-to-read, beautiful, and graphic plan document that complies with any branding or color scheme desired by the City. Cat brings 16 years of experience in print and brand identity, with ten years of bicycle and pedestrian safety-focused graphic design; she develops eye-catching, effective campaigns and materials for SRTS programs.

The ISG team will be led by **Will Kratt, PE**, an Associate Principal with more than 15 years of experience leading projects for school sites, streets, highways, bridges, and urban redevelopment in La Crosse. He brings insight and understanding of local issues and opportunities to this project.

The Safe Routes Partnership team will be led by Program and Policy Director **Sara Zimmerman, JD**. She provides assistance to a wide range of communities across the country, including low income and rural and urban communities to obtain resources to increase safe walking and bicycling for children and adults. Sara will leverage this experience to support the team with strategies for transportation equity.

Our support staff includes planners, engineers, and GIS analysts who are passionate about improving active transportation networks, awareness, and culture.

**Full resumes for our key staff and their detailed project experience can be found on the following pages.**





## Hannah Day-Kapell

### *Principal-in-Charge*

Hannah is a leader of Alta's SRTS Service Area, and has more than 10 years of experience strategically planning SRTS programs around the country to build consensus on key policies and programs. She has helped secure more than \$6 million for SRTS infrastructure and non-infrastructure programs. Hannah brings national expertise with program evaluation and applying an equity lens to all SRTS recommendations. Her work emphasizes collaboration between team members and building local capacity.

#### EDUCATION

Masters of Urban and  
Regional Planning,  
Portland State  
University, 2008

BA, Anthropology, Reed  
College, 2004

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2006–

Portland State  
University, Intelligent  
Transportation Systems  
Laboratory, 2007–2008

Portland State  
University, BikeGPS  
Project, 2006–2007

#### PUBLICATIONS/ PRESENTATIONS

SRTS Partnership  
Webinar: Improving  
Project Competitiveness  
Through Regional  
Planning

ITE SRTS Briefing  
Sheets: Walking and  
Bicycling Audits, School  
Route Maps, and  
Strategies to Improve  
Traffic Operations and  
Safety

Walk Audit Mobile  
Workshop, 2009  
National Safe Routes to  
School Conference

#### RELEVANT EXPERIENCE

##### **EAST CENTRAL WISCONSIN SAFER ROUTES TO SCHOOL COMMUNICATION OUTREACH STRATEGY**

Hannah, as Project Manager, assisted the East Central Wisconsin Regional Planning Commission with communications and public relations to promote their regional SRTS program. The project included the development of a branded sponsorship package to solicit in-kind and cash donations from local sponsors, the development of educational collateral materials, and design of media campaign collateral. Throughout the project, Hannah worked closely with the ECWRPC Project Manager on the graphic concepts, designs, and final materials. Alta completed the development and design of a pedestrian and bicycle safety activity workbook for elementary school students.

##### **ODOT SAFE ROUTES TO SCHOOL INFRASTRUCTURE PROGRAM TECHNICAL ASSISTANCE PROVIDER, OR**

Alta, with Hannah as Project Manager, is helping ODOT launch the Statewide SRTS Infrastructure program. Alta is leading the Project Identification Program process, which will provide planning and engineering support for up to 20 communities annually. Alta will work with communities to conduct outreach, collect background data, host a walk audit observation, facility inventory, and community meeting, as well as interviewing education/outreach stakeholders. This planning process will provide road jurisdictions and school communities the information and support they need to apply for additional infrastructure or on-infrastructure funding.

##### **KING COUNTY METRO SAFE ROUTES TO SCHOOL TOOLKIT AND SCHOOLPOOL OUTREACH**

Alta, with Hannah as Project Manager, and more recently Principal-in-Charge, worked with the Seattle area's King County Metro to develop a Toolkit of resources for member jurisdictions to implement Commute Trip Reduction (CTR) strategies at local schools. Alta developed a style guide and outreach collateral materials including a SRTS brochure, banner, editable poster, tips sheets for safe walking, biking, carpooling, and driving in the school area. The Toolkit includes a Community Coalition Guidebook that provides guidelines for assembling key stakeholders, planning, and implementing CTR activities at schools. Alta is currently testing the Toolkit with three communities through the SchoolPool project, and will revise the materials based on community input.

#### **ADDITIONAL RELEVANT EXPERIENCE:**

- » MnDOT Safe Routes to School Technical Planning Assistance
- » MTC Regional Spare the Air Youth Program, CA
- » Portland Metro Regional SRTS Framework, OR





## Jimmy Shoemaker, AICP

### *Project Manager*



Jimmy's work focuses on complex SRTS planning projects that involve multiple schools and stakeholders in a single community. He is a strong leader and excels at guiding communication between clients and stakeholders to ensure projects with many moving pieces stay organized and on track. Jimmy plays an integral role in SRTS projects in Minnesota and across the Midwest, including creating plans for communities in suburban, rural, and urban areas. Jimmy is talented at working with the public, offering technical expertise while allowing stakeholders space to work together to reach consensus.

#### EDUCATION

Master of Urban  
and Regional Planning,  
University of Minnesota,  
2014

BS, Environmental  
Science, University of  
Iowa, 2009

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2016–

San Francisco Municipal  
Transportation Agency,  
2014–2015

Community Design  
Group, 2013

Ramsey County Regional  
Railroad Authority, 2013

#### PROFESSIONAL REGISTRATIONS

American Institute  
of Certified Planners  
(# 282338)

## RELEVANT EXPERIENCE

### MNDOT SAFE ROUTES TO SCHOOL PLANNING ASSISTANCE

Since 2016, Jimmy has worked with over 40 schools and 18 communities to develop community-driven recommendations for increasing the number of students walking and biking to school. The plans developed by Alta address both infrastructure and non-infrastructure improvements near schools and incorporate ideas from city and county staff, teachers, school administration, community members, and students.

### FARGO SAFE ROUTES TO SCHOOL PLAN, ND

Jimmy is working closely with clients and subconsultants to update the Fargo SRTS Plan. He coordinated with 31 school principals across urban and suburban schools in Fargo to perform walk assessments, arrival and dismissal observations, parent/caregiver surveying and student travel tallies, and public open houses. The data and observations collected will go into the recommendations for infrastructure, policy, and program improvements.

### DAKOTA COUNTY SAFE ROUTES TO SCHOOL PLANNING SERVICES, MN

Jimmy was a Planner for SRTS Services in Dakota County. Alta developed individual comprehensive SRTS plans for multiple suburban schools to guide long-term goals of increasing the number of students who regularly and safely walk or bike to school and short-term plans to pursue infrastructure funding through the Metropolitan Council's Regional Solicitation.

### NORTH DAKOTA ACTIVE TRANSPORTATION DEMONSTRATION PROJECTS

Jimmy was on Project Planner on the Alta team that led a process to plan, design, and implement nine active transportation demonstration projects across North Dakota. This project was an outgrowth of Alta's work on ND Moves, the first state-wide Active and Public Transportation Plan. Alta worked closely with NDDOT to recruit cities across the state to participate in the project. Alta led planning and design workshops in each city. The team developed designs for each of the demonstration projects and coordinated closely with local partners to select materials and gather volunteer support.

### ADDITIONAL RELEVANT EXPERIENCE:

- » MnDOT Safe Routes to School Demonstration Projects
- » Albert Lea Safe Routes to School Plan, MN
- » SLATS Bicycle and Pedestrian Plan Update, Beloit, WI
- » La Crescent Bicycle Pedestrian Plan Update, MN



## Sierra Saunders

### Assistant Project Manager



Sierra is an Urban Planner and Designer with a focus on active transportation planning in both public and private sectors. She has worked with communities large and small on non-motorized transportation planning, community outreach and engagement, agency coordination, grant writing and management, and program development and implementation. Sierra has managed and been a key staff member on SRTS and active transportation projects in the Midwest, including Wisconsin. She brings a unique perspective to SRTS planning, public outreach, and project implementation due to her involvement in the MnDOT SRTS Planning Assistance and Fargo SRTS Plan. Her understanding of grant applications will assist in funding recommendations for infrastructure improvements.

#### EDUCATION

BA, Urban Planning  
and Sustainable  
Development, Western  
Washington University,  
2013

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2017-

Hennepin County,  
2016-2017

Community Design  
Group, 2013-2016

Community  
Development Intern, City  
of Bellingham, 2012

#### PROFESSIONAL ORGANIZATIONS

Association of  
Pedestrian and Bicycle  
Professionals

Women's Transportation  
Seminar

#### PRESENTATIONS/ PUBLICATIONS

"Small Town in a Big City:  
Seward Neighborhood  
Walking Tour." Mobile  
tour, National Walking  
Summit, St. Paul, MN,  
2017

#### RELEVANT EXPERIENCE

##### DAKOTA COUNTY SAFE ROUTES TO SCHOOL PLANNING SERVICES, MN

Sierra served as the Project Manager working with Dakota County Public Health to develop individual comprehensive SRTS Plans for multiple suburban schools. The plans guide long-term goals of increasing the number of students who regularly and safely walk or bike to school and short-term plans to pursue infrastructure funding through the Metropolitan Council's Regional Solicitation.

##### FARGO SAFE ROUTES TO SCHOOL PLAN, ND

Sierra is the Assistant Project Manager working with the City of Fargo, Fargo Public Schools, West Fargo Public Schools, and the private schools to update the Fargo SRTS plan. The plan will include newly constructed schools and identify areas of improvement surrounding each school throughout the City of Fargo. The plan will also develop guidance on new installations, improvements, and preferred access routes to each school, as well as identify areas of concern.

##### MNDOT SAFE ROUTES TO SCHOOL PLANNING ASSISTANCE

Sierra has provided stakeholder engagement and multimodal planning expertise for SRTS planning projects for more than twenty elementary and middle schools in Minnesota communities. She facilitated walking audits, assisted with rapid planning workshops, and collaborated with community stakeholders to develop infrastructure and programming recommendations to expand interest and opportunities for students to walk or bike to school.

##### MNDOT SAFE ROUTES TO SCHOOL DEMONSTRATION PROJECTS

Alta is currently working with MnDOT staff to develop a process for installing short-term temporary engineering "demonstration projects" in support of SRTS projects. Sierra is a Senior Planner working closely with the Technical Advisory Committee to develop design, policy, process, implementation, and evaluation recommendations. The project will include the implementation of two demonstration projects. The project will result in a guide for engineers and partners across the state.

##### ADDITIONAL RELEVANT EXPERIENCE:

- » East Central Wisconsin Safe Routes to School Communication Outreach Strategy
- » North Dakota Active Transportation Demonstration Projects
- » Pedestrian, Bicycle, and Safe Routes to School Plan, Brooklyn Park, MN\*

\*Complete prior to joining Alta



## Colin Harris, PE, LEED AP

### Senior Advisor



Colin is a Civil Engineer and Urban Designer with over 14 years of professional experience and brings technical knowledge of design best practices and infrastructure solutions. He is experienced with developing tailored, effective recommendations for safety improvements for SRTS and in a variety of contexts including regional trails, school zones, urban arterials, and roadways in small towns. Colin has managed the team for the MnDOT SRTS Planning Assistance for the last four years, and has been integral to advancement of approaches such as demonstration projects. He has also worked to support innovation for bicycling and walking in the region as a local advocate for the Minneapolis Bicycle Coalition (now Our Streets Minneapolis).

#### EDUCATION

BS, Civil Engineering,  
Brown University, 2003

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2015–

Community Design  
Group, 2009–2015

AHBL,  
2006–2008

Wilson Engineering,  
2005–2006

Telegraph Engineering,  
2003–2005

#### PROFESSIONAL REGISTRATIONS/ LEADERSHIP

Professional Engineer:  
Wisconsin (#46232-6);  
Minnesota (#47347);  
Washington (#44236);  
North Dakota  
(#PE-27314)

Association of  
Pedestrian and Bicycle  
Professionals

LEED Accredited  
Professional

Founding Board  
Member, Minneapolis  
Bicycle Coalition

Creator and Organizer,  
Open Streets  
Minneapolis

#### RELEVANT EXPERIENCE

##### MNDOT SAFE ROUTES TO SCHOOL PLANNING ASSISTANCE, MN

Colin is the Project Manager working with MnDOT to create SRTS plans for over a dozen schools across the state that address both engineering and program improvements. The goal of this project is to create actionable, prioritized SRTS plans that guide Minnesota communities in implementing infrastructure and programs to help more children walk and bicycle to school safely. The SRTS plans include a robust assessment of existing infrastructure and non-infrastructure barriers and opportunities for each participating school site. This effort builds on the work of previous years' SRTS plans.

##### MNDOT SAFE ROUTES TO SCHOOL DEMONSTRATION PROJECTS

Alta is currently working with MnDOT staff to develop a process for installing short-term temporary engineering “demonstration projects” in support of SRTS projects. As Project Manager, Colin is working closely with the Technical Advisory Committee to develop design, policy, process, implementation, and evaluation recommendations. The project will include the implementation of two demonstration projects and result in a guide for engineers and partners across the state.

##### DAKOTA COUNTY SAFE ROUTES TO SCHOOL PLANNING SERVICES, MN

Together with Dakota County Public Health, Alta developed individual comprehensive SRTS Plans for multiple suburban schools to guide long-term goals of increasing the number of students who regularly and safely walk or bike to school and short-term plans to pursue infrastructure funding through the Metropolitan Council's Regional Solicitation. Colin was Senior Advisor on this effort.

##### ALBERT LEA SAFE ROUTES TO SCHOOL PLAN, MN

Colin was the Project Manager for the development of a SRTS plan to develop consensus on recommendations for street and campus improvements at six Albert Lea Schools. The focus of our approach was to convene a rapid planning session with the committee and other stakeholders. The rapid planning session was an intensive design session where SRTS Committee members, local engineers/planners, members of the community, and others collaborated on developing a vision for improvement.

##### ADDITIONAL RELEVANT EXPERIENCE:

- » MnDOT Saint Paul Safe Routes to School Policy Plan
- » Fargo Safe Routes to School Plan, ND
- » North Dakota Active Transportation Demonstration Projects



## Kristen O'Toole, AICP

### Senior Planner



Kristen has worked with nearly fifty communities to achieve active transportation focused goals. She is well-versed in a variety of project types including master plans, counts collection and analysis, and education and encouragement campaigns. Building upon the lessons learned while she was a US Department of State Fulbright grant recipient in Denmark, Kristen dedicates her work to creating active communities that meet residents' needs. She will leverage her planning experience and local understanding to provide La Crosse with a tailored SRTS Plan update.

#### EDUCATION

US Department of State, Fulbright Student to Denmark, Roskilde University, 2012-2013

BA, International Studies, concentration in Urban Planning for Social Justice, DePaul University, summa cum laude, 2012

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2013-

White Paper, "Active Transportation Safety and Autonomous Vehicles," 2018

White Paper, "Accuracy & Innovation: The Next Wave of Active Transportation Data Collection," 2016

International Board, Young Professionals in Transportation, 2014-2015

Copenhagenize Design Company, 2013

Northwest Side Housing Center, 2012

#### PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (#030984)

#### RELEVANT EXPERIENCE

##### NORTH DAKOTA ACTIVE TRANSPORTATION DEMONSTRATION PROJECTS

Kristen led the planning, design, and installation of six temporary infrastructure demonstration projects to support the ND Moves plan. The project used short-term projects, constructed with low-cost materials, to collect public feedback regarding pedestrian and bicycle improvements discussed in the planning document. Temporary projects were located throughout the state. Project successes and lessons learned were summarized in final reports.

##### ND MOVES: STATEWIDE ACTIVE AND PUBLIC TRANSPORTATION PLAN

Kristen was Project Manager for the concluding phases of the ND Moves plan. She led a review of current safety education materials and initiatives. Kristen developed strategic recommendations to improve active transportation safety through educational materials and campaigns.

##### ELMHURST SAFE ROUTES TO SCHOOL PROGRAM, IL

Kristen, as Project Planner, worked with Elmhurst Community Unit School District to more fully develop the District's SRTS Program. The education and encouragement efforts helped leverage recent bicycling and walking infrastructure investments near schools. Grounded in insight gained through parent surveys, principal interviews, field work, and in-person participation during Walk and Bike to School Day, Alta's materials helped educate and inspire families in each of the District's 11 elementary and middle schools. Resources included a series of promotional and educational brochures about walking and biking to school. Alta also created walking and biking route maps and recommended infrastructure improvements maps for each school.

##### DAKOTA COUNTY PEDESTRIAN AND BICYCLE PLAN, MN

Alta led the development of Dakota County's first Pedestrian and Bicycle Plan. The planning effort focused on engaging residents more likely to face health disparities. Moreover, recommendations were crafted with a focus on projects with the greatest potential to improve health in the county. Kristen assisted with identifying context-sensitive recommendations for improved walking and bicycling.

#### ADDITIONAL RELEVANT EXPERIENCE:

- » La Crescent Bicycle and Pedestrian Plan Update, MN
- » Cycle La Crosse: Bicycle Economic Impacts Study, La Crosse, WI
- » East Central Wisconsin Regional Planning Commission Bicycle and Pedestrian Wayfinding Signage Plan





## Maria Wardoku

### Project Planner



As a transportation planner, active living researcher, and non-motorized transportation advocate, Maria works to create cities where private car ownership is optional. She has contributed to pedestrian, bicycle, and transit plans and studies for the Cities of Minneapolis, Saint Paul, Chicago, Wichita, Rochester, Thunder Bay (ON), and Clarence-Rockland (ON), Ramsey County, Dakota County, the Metropolitan Council, and the Minnesota and North Dakota Departments of Transportation, among others. Maria is skilled in community engagement, research and writing, geospatial analysis, grant writing, and project management.

#### EDUCATION

Masters of Urban and  
Regional Planning,  
University of Minnesota,  
2017

BA, Political Science and  
Asian Studies, summa  
cum laude, St. Olaf  
College, 2012

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2017–

Kimley-Horn, 2016–2017

Blue Cross and Blue  
Shield of MN Center for  
Prevention/University of  
Minnesota Healthy and  
Equitable Development  
Project, 2016–2017

#### PROFESSIONAL ORGANIZATIONS

American Planning  
Association

Association of  
Pedestrian and Bicycle  
Professionals

#### PROFESSIONAL LEADERSHIP

Board President, Our  
Streets Minneapolis

Founding Board  
Member, Minnesota Tool  
Library

## RELEVANT EXPERIENCE

### MNDOT SAFE ROUTES TO SCHOOL DEMONSTRATION PROJECTS

Alta is currently working with MnDOT staff to develop a process for installing short-term temporary engineering “demonstration projects” in support of SRTS projects. As Project Planner, Maria is working closely with the Technical Advisory Committee to develop design, policy, process, implementation, and evaluation recommendations. The project will include the implementation of two demonstration projects and result in a guide for engineers and partners across the state.

### NORTH DAKOTA ACTIVE TRANSPORTATION DEMONSTRATION PROJECTS

Alta led a process to plan, design, and implement nine active transportation demonstration projects across North Dakota. Maria created maps and public engagement materials to support installation of the demonstration projects. She traveled to Bottineau and Williston to assist in implementation, leading volunteers in installing temporary curb extensions, crosswalks, and shared lane markings.

### SAFE ROUTES TO SCHOOL POLICY PLAN, SAINT PAUL, MN

Maria evaluated existing policies and practices around the selection and placement of pedestrian crossing improvements, reviewing local policies and guidance as well as national best practices and research. She developed recommendations for the integration of SRTS projects into City, County, and School District operations, working across agency boundaries, and prioritization of SRTS projects. She reviewed existing education, enforcement, and encouragement activities in Saint Paul and recommended avenues for the City, County, and School District to deepen community engagement around SRTS. She produced a final plan using InDesign.

### LA CRESCENT BICYCLE AND PEDESTRIAN PLAN UPDATE, MN

Maria, as Project Planner, helped develop a 2017 update to the La Crescent Bicycle and Pedestrian Plan. The purpose of the plan update was to provide detailed recommendations for four focus areas in La Crescent. Alta prepared design concepts to provide better connections across the Mississippi River to La Crosse, Wisconsin, enhance existing bike lanes, and identify opportunities for new bike lanes and neighborhood bikeways. Alta also provided recommendations to improve pedestrian crossings in several locations. The recommendations were grounded in best practices from the FHWA *Small Town and Rural Multimodal Network Guide*.

### ADDITIONAL RELEVANT EXPERIENCE:

- » Lawndale Safe Routes to School Phase II, CA
- » Arvin Complete Streets and Safe Routes to School Plan, CA



## Cat Cheng

### Art Director



#### EDUCATION

BA, Washington  
University, St. Louis, MO,  
2003

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2013–  
Independent Contractor,  
2007–2012  
Grapheon Design,  
2007–2012  
Just Out Newsmagazine,  
2005–2007  
Arts In Transit/Metro,  
2003–2005

Cat is a Graphic Designer with 16 years of experience in print and brand identity, with 10 years of bicycle and pedestrian safety-focused graphic design. She brings fresh concepts and thoughtful typography to print and web for Alta's marketing programs and has worked on numerous projects involving strategy, concept development, branding, design, layout, and print production/management. She develops eye-catching, effective campaigns and materials for SRTS programs, including flyers, postcards, infographics, web page design, maps, and social media posts. Before joining Alta, Cat developed several campaigns and materials for SRTS programs, map design and production for the local cities, print and signage for transit agencies, and print and web design for advocacy organizations. Her work has been featured in Communication Arts Magazine.

#### RELEVANT EXPERIENCE

##### **EAST CENTRAL WISCONSIN SAFE ROUTES TO SCHOOL COMMUNICATION OUTREACH STRATEGY**

Alta assisted the East Central Wisconsin Regional Planning Commission (ECWRPC) with communications and public relations to promote their regional SRTS program. The project included the development of a branded sponsorship package to solicit in-kind and cash donations from local sponsors, the development of educational collateral materials, and design of media campaign collateral. Throughout the project, the Alta team worked closely with the ECWRPC Project Manager on the graphic concepts, designs, and final materials. Alta, with Cat as Graphic Designer, completed the development and design of a pedestrian and bicycle safety activity workbook for elementary school students.

##### **MNDOT SAFE ROUTES TO SCHOOL PLANNING ASSISTANCE, MN**

Alta is assisting 40 schools in the Metro Saint Paul-Minneapolis area with SRTS plans that address both engineering and program improvements. The goal of this project is to create actionable, prioritized SRTS plans that guide Minnesota communities in implementing infrastructure and programs to help more children walk and bicycle to school safely. Cat designed user-friendly maps that feature suggested safe walking and bicycling routes for students and parents.

##### **HEADS UP PEDESTRIAN SAFETY EDUCATION AND OUTREACH CAMPAIGN, EUREKA, CA**

Alta worked with the City of Eureka to reduce pedestrian crashes through a safety campaign targeted at motorists and pedestrians. Alta designed and implemented the campaign, which included media and ad buys, targeted messaging, and education and outreach efforts. In a citywide online survey conducted following the campaign, nearly two-thirds of respondents agreed that drivers and pedestrians are more aware of each other after the campaign. Cat handled design for this campaign from concept to completion, including print collateral (posters, brochures, ads, banners), and web ads.

##### **ADDITIONAL RELEVANT EXPERIENCE:**

- » Fargo Safe Routes to School Plan, ND
- » Santa Ana Safe Routes to School Plan, CA
- » Calaveras County Bicycle, Pedestrian and Safe Routes to School Plan, CA



## Will Kratt, PE

### *Principal Engineer*

ISG

#### EDUCATION

BS, Civil Engineering  
University of Wisconsin

#### PROFESSIONAL REGISTRATIONS

Professional Engineer:  
Wisconsin (#40457-6)

#### PROFESSIONAL ORGANIZATIONS/ RECOGNITIONS

US Highway 53  
Implementation Team,  
La Crosse

Downtown Mainstreet  
Inc., La Crosse,  
President-Elect

La Crosse Neighborhood  
Development  
Corporation, President

Neighborhood  
Revitalization  
Commission, La Crosse,  
Commissioner

Economic Vitality  
Committee, La Crosse  
Downtown Mainstreet,  
Inc., Past Chair

2016 Rising Star Under  
40, La Crosse Tribune

Passionate about improving communities, Will is responsible for the successful coordination of the entire ISG team for transportation and urban design projects to meet the needs and goals of clients and communities. His experience includes project management, agency and utility coordination, community engagement, preparation of environmental and design reports, transportation planning, traffic studies, creation of roadway plans, cost estimating, specification writing, and construction management. With over 15 years of project management experience in transportation and urban design projects, Will has planned, designed, and managed construction projects for school sites, streets, highways, bridges, and urban redevelopment during his career. He has also prepared designs using NACTO design guides (adopted by the City of La Crosse), the Wisconsin Guide to Pedestrian Best Practices, the Wisconsin Bicycle Facility Design Handbook, ITE design guides, the WisDOT Facilities Development process, and City of La Crosse standard specifications. Will is well versed in local, WisDOT, state, and federal funding mechanisms.

## RELEVANT EXPERIENCE

### HIGHWAY 53 CORRIDOR MASTER PLAN, LA CROSSE, WI

Serving as a blueprint for the growth and success of the corridor for generations to come, the plan includes a commitment to social, economic, and environmental resiliency. The study and resulting report examined market conditions, assessed existing real estate, and identified target uses to help the City make informed decisions regarding viable development options. Opportunities were identified to enhance the Highway 53 corridor and position for future growth and redevelopment. Recommendations for enhanced multimodal access and circulation were identified in alignment with place making principles to reinforce desired image and character. The report also provided redevelopment options for identified key sites and implementation strategies. Will was the Project Manager on this effort.

### 6TH STREET RECONSTRUCTION, LA CROSSE, WI

6th Street South is a collector within the City of La Crosse. As part of the Downtown in the City, this collector services not only several thousand vehicles per day, but also has extensive use by pedestrians and bicycles due to its close proximity between City Hall, La Crosse County offices, and the Western Technical College campus. This project was completed to replace and upgrade failing concrete pavement roadway. There was widespread joint failure with extensive asphalt and concrete patching that needed to be replaced. The project work consisted of an urban concrete pavement replacement, curb and gutter, brick paver terrace, bicycle and pedestrian accommodations, utility adjustments, and other incidentals to complete the work. Will was the Project Manager on this effort.

### ADDITIONAL RELEVANT EXPERIENCE

- » Market Street Reconstruction, La Crosse, WI
- » Downtown Winona Strategic Plan, Winona, MN
- » Levee Park Gateway and Main Street Improvements, Winona, MN
- » City of La Crosse Parklets Handbook, La Crosse, WI
- » Belle Square Site Design, La Crosse, WI
- » Early Childhood Education Facility Traffic Impact Study, Storm Lake, IA



## Amanda Prosser, PLA

### *Principal Planner/Designer*

ISG

#### EDUCATION

BS, Landscape  
Architecture;  
BS, Environmental  
Design, North Dakota  
State University

#### PROFESSIONAL REGISTRATIONS

Professional Landscape  
Architect: Wisconsin  
(#723-14)

#### PROFESSIONAL ORGANIZATIONS/ RECOGNITIONS

American Society of  
Landscape Architects  
  
American Society of  
Landscape Architects,  
MN Chapter, Executive  
Committee Member  
  
North Dakota State  
University and Iowa  
State University  
Landscape Architecture  
Student Mentorship  
Program  
  
ISG Minneapolis West  
Office Leader  
  
ISG Landscape  
Architecture Group  
Leader

Amanda brings over 15 years of professional experience as a Licensed Landscape Architect and planner to ISG's Architecture Group. As the lead designer and project manager for numerous small- and large-scale public improvement projects, Amanda has gained a thorough understanding of local, state, and federal design requirements. She has designed several school, campus, and park and trail projects during her career that focus heavily on connectivity, multimodal transportation, and wayfinding. As a strong leader, Amanda enjoys working with, and responding to, various stakeholders' requests, seeing that the end product will meet the needs and interests of all involved, and remain on budget. Amanda uses her vast experience to remain engaged and provide accurate cost estimating and specification writing for projects. In addition, she brings a unique graphic design-based perspective that allows for creative ideas to be fully articulated, thus making sure the public can grasp and appreciate the nuances of a design or planning outcome.

## RELEVANT EXPERIENCE

### HIGHWAY 53 CORRIDOR MASTER PLAN, LA CROSSE, WI

Serving as a blueprint for the growth and success of the corridor for generations to come, the plan includes a commitment to social, economic, and environmental resiliency. The study and resulting report examined market conditions, assessed existing real estate, and identified target uses to help the City make informed decisions regarding viable development options. Opportunities were identified to enhance the Highway 53 corridor and position for future growth and redevelopment. Recommendations for enhanced multimodal access and circulation were identified in alignment with place making principles to reinforce desired image and character. The report also provided redevelopment options for identified key sites and implementation strategies. The ultimate success of this effort will be achieved by capturing the opportunities available in the market for the corridor. Amanda was a Senior Landscape Architect on this effort.

### 6TH STREET RECONSTRUCTION, LA CROSSE, WI

6th Street South is a collector within the City of La Crosse. As part of the Downtown in the City, this collector services not only several thousand vehicles per day, but also has extensive use by pedestrians and bicycles due to its close proximity between City Hall, La Crosse County offices, and the Western Technical College campus. This project was completed to replace and upgrade failing concrete pavement roadway. There was widespread joint failure with extensive asphalt and concrete patching that needed to be replaced. The project work consisted of an urban concrete pavement replacement, curb and gutter, brick paver terrace, bicycle and pedestrian accommodations, utility adjustments, and other incidentals to complete the work. Amanda was a Senior Landscape Architect on this effort.

#### ADDITIONAL RELEVANT EXPERIENCE:

- » Downtown Winona Strategic Plan, Winona, MN
- » Levee Park and Main Street, Winona, MN
- » Des Moines MPO Water Trails, Des Moines, IA
- » Glen Park Improvements, Glen Park, WI



#### EDUCATION

BS, Civil Engineering,  
Iowa State University

## Corona Woychik

### *Civil Engineer*

ISG

Corona is a transportation designer with a background in urban road design and traffic impact studies. Gaining experience while employed with the Wisconsin Department of Transportation's Northwest Region, she has an in-depth understanding of statewide transportation regulations and construction observation practices. Corona provides engineering services for utility and streetscaping projects, alley reconstructions, street design and reconstructions, pavement replacement projects, and signing and marking plans. While assisting in the design and plan production for transportation projects, Corona also manages utility and property owner correspondence. Conducting traffic analyses, assembling exhibits, and drafting reports, she provides valuable experience in preparing traffic impact studies. Corona works on several projects each year that are bid in the City of La Crosse and through the WisDOT process, gaining a great understanding of current and trending project costs.

## RELEVANT EXPERIENCE

### HIGHWAY 53 CORRIDOR MASTER PLAN, LA CROSSE, WI

Serving as a blueprint for the growth and success of the corridor for generations to come, the plan includes a commitment to social, economic, and environmental resiliency. The study and resulting report examined market conditions, assessed existing real estate, and identified target uses to help the City make informed decisions regarding viable development options. Opportunities were identified to enhance the Highway 53 corridor and position for future growth and redevelopment. Recommendations for enhanced multimodal access and circulation were identified in alignment with place making principles to reinforce desired image and character. The report also provided redevelopment options for identified key sites and implementation strategies. The ultimate success of this effort will be achieved by capturing the opportunities available in the market for the corridor. Corona provided engineering support on this project.

### 6TH STREET RECONSTRUCTION, LA CROSSE, WI

6th Street South is a collector within the City of La Crosse. As part of the Downtown in the City, this collector services not only several thousand vehicles per day, but also has extensive use by pedestrians and bicycles due to its close proximity between City Hall, La Crosse County offices, and the Western Technical College campus. This project was completed to replace and upgrade failing concrete pavement roadway. There was widespread joint failure with extensive asphalt and concrete patching that needed to be replaced. The project work consisted of an urban concrete pavement replacement, curb and gutter, brick paver terrace, bicycle and pedestrian accommodations, utility adjustments, and other incidentals to complete the work. Corona provided engineering support on this project.

### ADDITIONAL RELEVANT EXPERIENCE:

- » Market Street Reconstruction, La Crosse, WI
- » Go Riteway School Bus Facility Traffic Study, La Crosse, WI
- » Early Childhood Education Facility Traffic Impact Study, Storm Lake, IA





## Sara Zimmerman, JD

### *Program and Policy Director/Planner*



Sara serves as Program and Policy Director for the Safe Routes Partnership. She supports communities in working toward transportation equity, obtaining the resources and advice they need to increase physical activity and safe walking and bicycling for children and adults. Sara oversees the work of the Program and Policy team in providing high quality assistance and advice to a wide range of communities, including low income communities, rural and urban communities, and others of different sizes and in different regions across the country. Sara has authored many written tools, including model policies, policy scans, reports, SRTS plans, state report cards on physical activity, journal articles, factsheets, toolkits, and more.

#### EDUCATION

JD, University of California, Berkeley  
School of Law, Order of the Coif

BA, Biology, with Concentration in Environmental Studies,  
Swarthmore College,  
Phi Beta Kappa

#### PROFESSIONAL ORGANIZATIONS

Member, California State Bar (#228955)

Admitted to Practice:  
California State Courts;  
U.S. District Court  
(Northern, Central,  
Eastern, Southern  
Districts of California)

2012-2017 Alameda  
County Transportation  
Commission Bicycle  
Pedestrian Advisory  
Committee, Member

#### PUBLICATIONS/ PRESENTATIONS

Building Blocks: A Guide to Starting and Growing a Safe Routes to School Program, Toolkit, 2019

Let's Go For A Walk: A Toolkit for Planning and Conducting a Walk Audit, Toolkit, 2018

#### RELEVANT EXPERIENCE

##### SAFE ROUTES TO SCHOOL LAUNCH PROGRAM, CA

The SRTS Launch Program, an ongoing joint project of the National Partnership and UC Berkeley SafeTREC, funded by the California Office of Traffic Safety, assists communities in launching and strengthening Safe Routes to School initiatives. Since 2017, ten communities have received program services, including an assessment of community conditions, current policies, and challenges, a community training workshop, development of a SRTS initial action plan, and follow up implementation assistance. Sara serves as the Project Director and Principal Investigator, overseeing the development of the overall program, training curriculum, and supporting communities in implementing their action plans through tailored technical assistance.

##### MAKING STRIDES: STATE REPORT CARDS ON SUPPORT FOR WALKING, BICYCLING, AND ACTIVE KIDS AND COMMUNITIES

Since 2016, the National Partnership has produced biennial state report cards on the state policy environment for walking, bicycling, and active kids and communities as part of a project funded by the Centers for Disease Control and in partnership with Y-USA. As part of the project, each state receives a report card providing assessment on 20-30 indicators, and an overall report is compiled setting out the evidence, methodology, and direction of the nation. As Project Director, Sara directs this project, guiding the initial selection of topics and indicators, data collection, quality control, and point allocation, as well as exploring new topics and overseeing updates to data and approach.

##### ADDITIONAL RELEVANT EXPERIENCE:

- » National Active Living Technical Assistance Provider for CDC Grantees
- » Walking School Bus Toolkit and Bike Train Toolkit, CA
- » San Mateo County Safe Routes to School, CA
- » Safe Routes to School District Policy Workbook, National Resource
- » Denver Policy Scan and Recommendations, CO
- » Safe Routes to School: Minimizing Your Liability Risk, Nationwide
- » Wolf Whistles and Creepy Compliments: How Safe Routes to School Programs Can Take Action to Protect Kids from Street Harassment, National Resource



## Michelle Lieberman, AICP, LEED AP

### *Senior Technical Assistance Manager/ Planner*



#### EDUCATION

MURP, Urban and  
Regional Planning,  
University of California

BArch, Architecture,  
California State  
Polytechnic University

Graduate Certificate,  
Public Health, University  
of Florida

Certificate in Public  
Participation,  
International Association  
of Public Participation

#### PROFESSIONAL REGISTRATIONS

Licensed Architect:  
California (#C33151);  
Nevada (#5620)

LEED Accredited  
Professional

American Institute of  
Certified Planners

Safe Routes to School  
National Course  
Instructor

#### PROFESSIONAL ORGANIZATIONS

American Planning  
Association

American Public Health  
Association

Association of  
Pedestrian and Bicycle  
Professionals

Michelle serves as the Senior Technical Assistance Manager for the Safe Routes Partnership. She provides technical assistance to local communities around the country that are seeking to improve their built environment and active transportation initiatives. In addition, Michelle develops publications and other resources, assists with local and state campaigns, and coordinates trainings and webinars through the Safe Routes Partnership's Safe Routes Learning Center. With a background in urban planning and public health, Michelle is committed to developing healthy communities through planning and policy development that supports the health and well-being of all community members. Prior to joining the Safe Routes Partnership, she was a Community Planner and Senior Associate at RBF Consulting/Michael Baker International where her core service areas included public engagement, active transportation, downtown and neighborhood revitalization, and community visioning.

#### RELEVANT EXPERIENCE

##### SAFE ROUTES TO SCHOOL LAUNCH PROGRAM, CA

The SRTS Launch Program, a joint project of the Safe Routes Partnership and UC Berkeley SafeTREC and funded by the California Office of Traffic Safety, is assisting communities in launching strong Safe Routes to School initiatives that include the six E's that make up a comprehensive approach to Safe Routes to School—engineering, education, encouragement, enforcement, evaluation, and equity. To date, ten communities have received program services including an assessment of challenges, a community training workshop, development of a SRTS initial action plan, and follow up implementation assistance. Michelle serves as the Project Coordinator and Lead Planner and is delivering the workshops, action plan development, and follow up technical assistance to the communities.

##### NATIONAL ACTIVE LIVING TECHNICAL ASSISTANCE TO CDC GRANTEES

Michelle served as the Project Manager for the Technical Assistance Services project since from 2014 through 2018, providing technical assistance and training services to recipients of grants from the Centers for Disease Control (CDC) under the Training and Technical Assistance Center for Transformation in Communities (TACTIC) program. Technical assistance recipients included public health departments, local governments, community organizations, and other local and state partners. Michelle developed factsheets and white papers, conducted site visits and walk audits, and provided in-person and virtual workshops and trainings to help grantees meet their objectives in the areas of SRTS, Complete Streets, active transportation, and shared use.

##### ADDITIONAL RELEVANT EXPERIENCE:

- » Gilroy Safe Routes to School Action Plan, CA
- » University Hills Transportation Study, Irvine, CA
- » Building Student Leaders through Safe Routes to School: Facilitator's Guide to Engaging Middle School Youth
- » City of Los Angeles Safe Routes to School Education and Enforcement, CA

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## 2. STATEMENT OF STUDY

“We approached Alta because we needed a SRTS Plan focused on infrastructure for Albert Lea area schools. We now have a polished, professional plan which we will use to apply for SRTS infrastructure funding. We will use this plan for years to come to continually increase the number of students safely walking and biking to school.”

- ALICE ENGLIN, SHIP COORDINATOR, ALBERT LEA SRTS PLAN, MN



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Education



Encouragement



Enforcement



Engineering



Evaluation



Equity

## Project Understanding

SRTS programs support students, families, and the larger community to develop and maintain healthy lifestyles. La Crosse has recognized the importance of SRTS for many years after completing their first plan in 2007, then updating it in 2011. Because of the City's commitment to students and families, many of the recommendations within the 2007 plan have been completed. Now, the City desires to build on this momentum, expanding the local SRTS program to 22 schools in La Crosse. In doing so, **La Crosse can reach more students and families, encouraging and instilling positive and healthy behaviors in the community that will last a lifetime.**

This update to the 2007 plan will reflect current best practices in active transportation planning, programming, and engineering. The City recognizes the importance of designing and building pedestrian and bicycle networks that are safe, comfortable, and inviting for people of all ages and abilities. **The La Crosse SRTS Plan Update will identify infrastructure and program strategies to improve walking and biking not only for students and families, but for all members of the community.**

While infrastructure gets a lot of attention, it is just one piece of the SRTS puzzle. **Alta takes a comprehensive six E's approach to SRTS that balances infrastructure and program recommendations through an overarching equity lens.** La Crosse already boasts a variety of education and encouragement programs that support the goals of SRTS. We are excited to continue this initiative and collaborate with the Safe Routes Partnership to recommend programs and policies specific to the context of La Crosse. While the classic five E's of education, encouragement, enforcement, engineering, and evaluation can sustain a SRTS program, Alta recognizes that not all families have the same opportunity when it comes to walking and biking to school. **The sixth E, Equity, will be considered with every engineering and program recommendation in order to prioritize investments and resources to give the most vulnerable students a safe and comfortable walk and roll to school.** In every SRTS plan Alta has been involved with, we make sure to speak with community and school partners to understand the unique challenges faced by families.



*The Alta team is dedicated to creating a comprehensive "six E's" SRTS plan—bringing an approach that builds strong support from the community to help La Crosse increase walking and biking to school while promoting an active, healthy, and safe community for people of all ages and abilities.*

Recommendations that come from the tasks described in the Work Plan section will include detailed and action-oriented information identifying specific short-, medium-, and long-term projects or programs. Our work with the City will be shaped by these two key considerations:

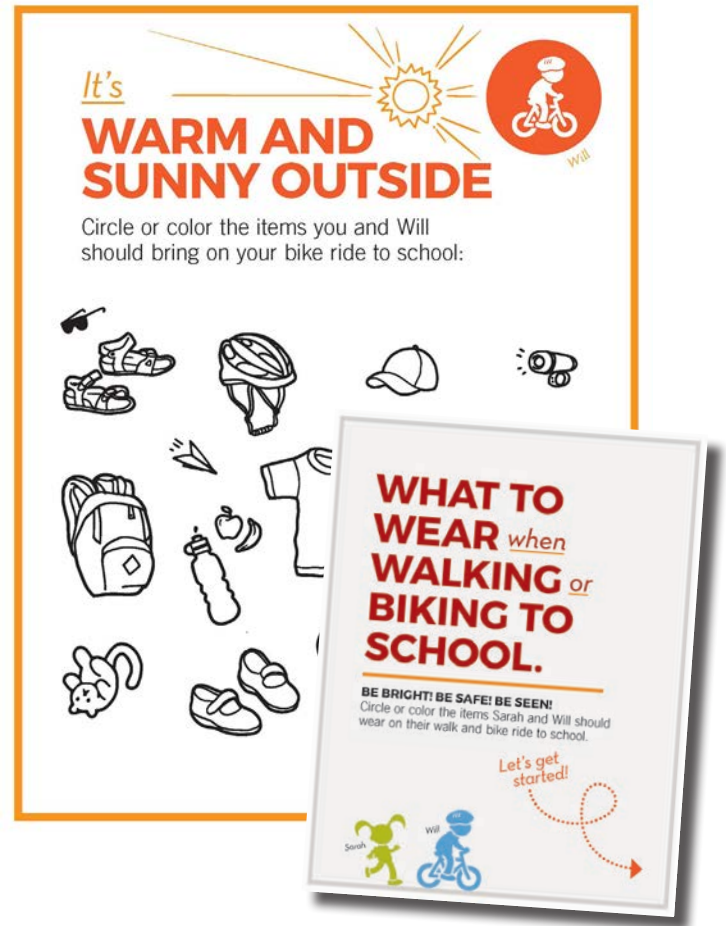
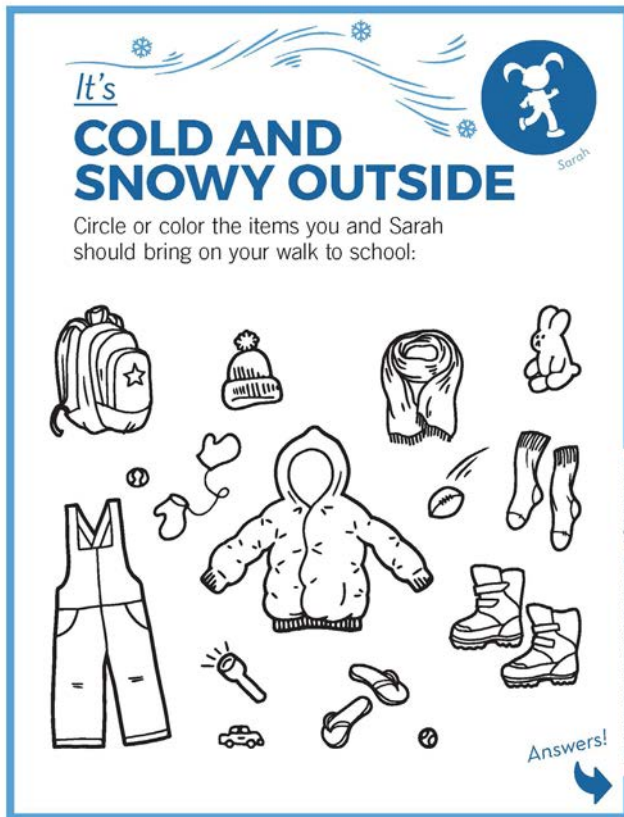
- **Capacity-building** to solidify the success of ongoing programs and provide a base for sustaining program buy-in and participation following this planning process
- **Ambitious, innovative, and feasible recommendations** to improve safety and comfort for all students and families walking and biking to each of the 22 schools

We also recognize the value of stakeholders' time and the fact that district officials, school teachers and staff, and parents may have minimal time to engage with us during the SRTS process. Our outreach techniques and multifaceted approaches to gathering community input emphasize the benefits of SRTS for each stakeholder group, while enabling people to engage with our process as their time and interest allow.



Alta's team of planners, engineers, and designers are trained to provide a consistent and innovative approach to SRTS planning, including considering short-term demonstration treatments. In the photo simulation above developed by Alta, traffic paint, tape, and bollards are used to shorten the crossing distances, improve visibility, and reduce speeds at the crossing of Clinton and Avon Streets, south of Logan Middle School.

# Past Studies of Similar Size and Scope



## East Central Wisconsin Safe Routes to School Communication Outreach Strategy

### EAST CENTRAL WISCONSIN

Alta assisted the East Central Wisconsin Regional Planning Commission (ECWRPC) with communications and public relations to promote their regional SRTS program. The project included the development of a branded sponsorship package to solicit in-kind and cash donations from local sponsors, the development of educational collateral materials, and design of media campaign collateral. Throughout the project, Alta team members worked closely with the ECWRPC Project Manager on the graphic concepts, designs, and final materials; Alta applied existing brand guidelines to create all products. Alta completed the development and design of a pedestrian and bicycle safety activity workbook for elementary school students.

**Client:** East Central Wisconsin Regional Planning Commission

**Dates:** 2016-2019

**Reference:**

Melissa Kraemer-Badtke, Principal Planner - SRTS, (920) 886-6828, mbadtke@ecwrpc.org

**Key Staff:** Hannah Day-Kapell, Sierra Saunders, Maria Wardoku, Cat Cheng





## MnDOT Safe Routes to School Planning Assistance

### MINNESOTA

**Client:** Minnesota Department of Transportation

**Dates:** 2012-2017; 2019-Ongoing (Current Contract)

**Reference:** Dave Cowan, Safe Routes to School Coordinator, (651) 296-3000, ext 5, [dave.cowan@state.mn.us](mailto:dave.cowan@state.mn.us)

**Key Staff:** Hannah Day-Kapell, Jimmy Shoemaker, Sierra Saunders, Colin Harris, Maria Wardoku, Cat Cheng

Alta is assisting over 100 schools in the state with plans that address both engineering and program improvements. The primary goal of the planning assistance projects is to create actionable, prioritized SRTS plans that guide Minnesota communities in implementing infrastructure and programs to help more children walk and bicycle to school safely. The plans include a robust assessment of existing infrastructure and non-infrastructure barriers and opportunities for each participating school site. The planning process is completed in close coordination with school-based teams to support a clear path to implementation. For each school, Alta developed detailed action plans for specific short- and long-term infrastructure and non-infrastructure projects that support the overall vision of enabling more students to access their schools and communities on foot or bicycle.

One of the hallmarks of Alta's SRTS work is the rapid planning workshop. This day-long workshop brings together key stakeholders and school community members to identify barriers to walking and biking to school and brainstorm potential opportunities and solutions. This group of stakeholders maintains a close working relationship throughout the school year and becomes the core group for what leads to a sustainable SRTS program in the community. The group creates well-implemented programs that increase the local capacity and can have an equal or greater effect on student walking and bicycling rates compared to infrastructure improvements. With increased focus on equitable delivery of programs and infrastructure, Alta has begun to increase its engagement with student groups in order to give the school more ownership of walking and biking programs in their community.





## MnDOT Safe Routes to School Demonstration Projects

### MINNESOTA

Alta is working with MnDOT to pilot the use of demonstration projects in communities across Minnesota to raise awareness for walking and biking as convenient and comfortable modes of transportation, evaluate project impacts, and build support for long-term infrastructure improvements. The demonstration projects support the recommendations in SRTS plans, as well as other opportunities to enhance existing infrastructure to create safer, more vibrant, healthy, and attractive communities.

Alta coordinated the implementation of short-term demonstration projects using the pilot kit through spring of 2019. The projects engaged the public as part of developing implementable solutions for comfortable and convenient biking and/or walking facilities. The projects incorporated temporary engineering strategies to bring the visions to life via the pilot demonstration projects.

**Client:** Minnesota Department of Transportation

**Dates:** 2018-2019

**Reference:** Dave Cowan, Safe Routes to School Coordinator, (651) 296-3000, ext 5, [dave.cowan@state.mn.us](mailto:dave.cowan@state.mn.us)

**Key Staff:** Jimmy Shoemaker, Sierra Saunders, Colin Harris, Kristen O'Toole, Maria Wardoku, Cat Cheng



## Dakota County Safe Routes to School Plan

DAKOTA COUNTY, MINNESOTA

**Client:** Dakota County

**Dates:** 2018

**Reference:** Amy Jones,  
Health Promotion Specialist,  
(651) 554-6134,  
Amy.Jones@co.dakota.mn.us

**Key Staff:** Jimmy Shoemaker,  
Sierra Saunders, Colin Harris

Alta worked in partnership with Dakota County Public Health, with funding through the Statewide Health Improvement Partnership, to develop six Safe Routes to School plans for schools in South Saint Paul, Lakeville, and Farmington. The SRTS plans include a robust assessment of existing infrastructure and non-infrastructure barriers and opportunities for each school site including four elementary schools, one secondary school, and one high school. Alta developed a detailed action plan for each school with specific short- and long-term infrastructure and programming recommendations to support the overall vision on enabling more students to access their schools and communities by foot or on bicycle.

Charrette-style rapid planning workshops were a critical part of the planning process. Workshops brought students, teachers and school staff, city and county engineers and planners, and law enforcement together to identify issues, resources, and opportunities.





## Albert Lea Safe Routes to School Plan

### ALBERT LEA, MINNESOTA

This SRTS planning effort came from the desire to develop consensus on recommendations for street and campus improvements at Albert Lea Schools. To complement a strong foundation of commitment to health and safety programs in Albert Lea, the plan offers recommendations for improvements to physical infrastructure in the areas at six Albert Lea Area Schools: Hawthorne Elementary, Lakeview Elementary, Halverson Elementary, Sibley Elementary School, Southwest Middle, and Albert Lea Senior High. The focus of our approach was to convene a rapid planning session with the committee and other stakeholders. The rapid planning session was an intensive design session where SRTS committee members, local engineers and planners, members of the community, and others collaborated on developing a vision for improvement. The rapid planning session also included site walks at all six schools, including observations of arrival/dismissal.

**Client:**

Freeborn County Public Health

**Dates:** 2017

**Reference:** Sue Yost, RN/PHN,  
Public Health Director,  
(507) 377-5100,  
sue.yost@co.freeborn.mn.us

**Key Staff:** Jimmy Shoemaker,  
Colin Harris



## North Dakota Active Transportation Demonstration Projects

### NORTH DAKOTA

**Client:** North Dakota Department of Transportation (Owner); Kimley-Horn and Associates (Prime)

**Dates:** 2018

**Reference:** Steve Mullen, Land Use Planner, (701) 328-3287, [smullen@nd.gov](mailto:smullen@nd.gov)

**Key Staff:** Jimmy Shoemaker, Sierra Saunders, Colin Harris, Kristen O'Toole, Maria Wardoku

Alta led a process to plan, design, and implement nine active transportation demonstration projects across North Dakota. This project was an outgrowth of Alta's work on ND Moves, and provided an opportunity to further test and evaluate the new designs proposed within ND moves. Alta worked closely with NDDOT to recruit cities across the state to participate in the project. Nine cities were selected, ranging from small cities such as Bottineau to the larger cities of Bismarck and Grand Forks. Alta led planning and design workshops in each city. The Alta team developed designs for each of the demonstration projects and coordinated closely with local partners to select materials and gather volunteer support. Alta staff were on site to lead each of the nine demonstration project installations. Each project was evaluated to understand changes in street use and speeds.

The projects were an opportunity to widen community engagement by allowing residents to experience new infrastructure first-hand. Alta supported each community in gathering input on the projects to inform potential long-term changes.



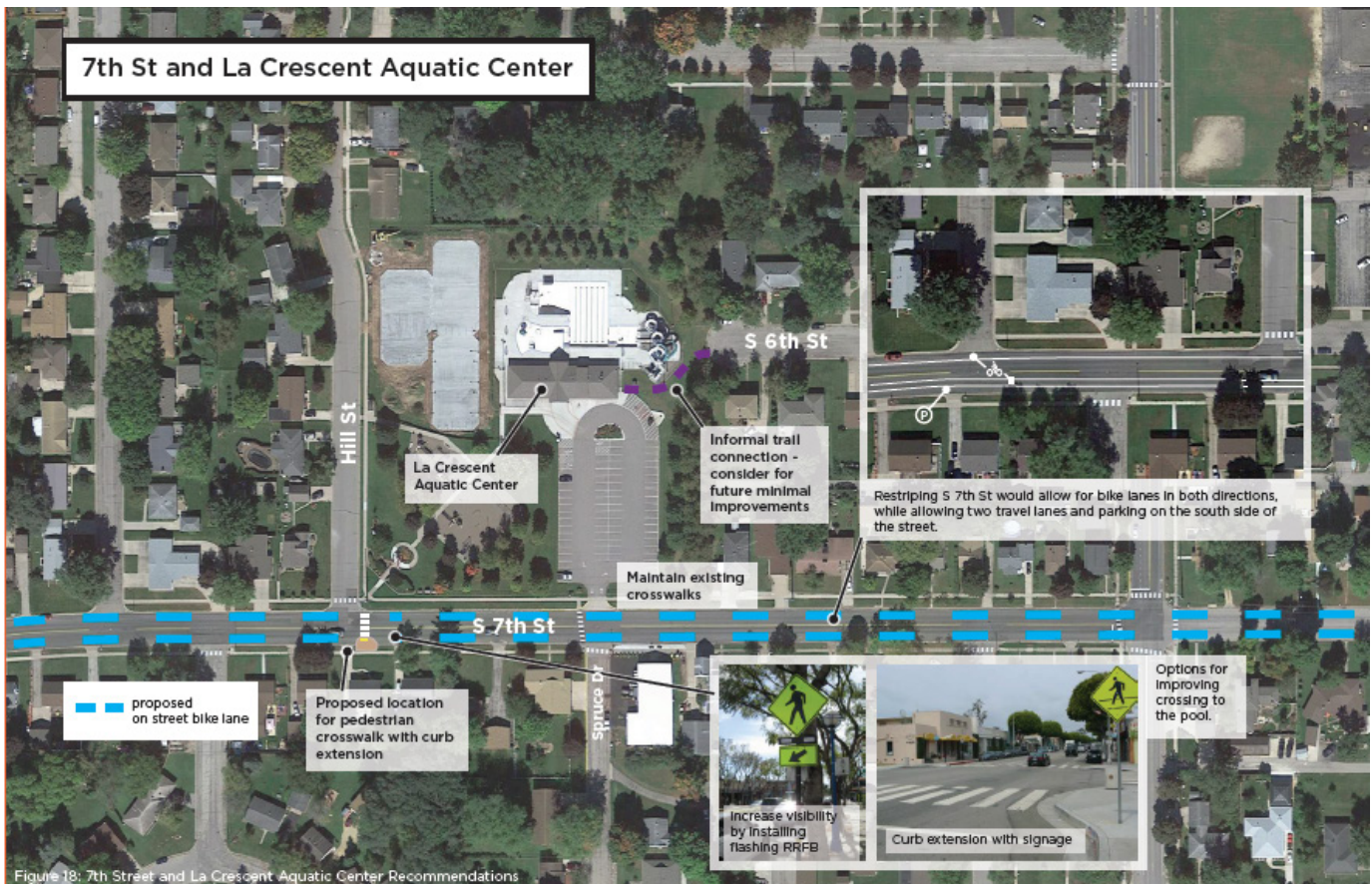


Figure 18: 7th Street and La Crescent Aquatic Center Recommendations

## La Crescent Bicycle and Pedestrian Plan Update

### LA CRESCENT, MINNESOTA

Alta developed a 2017 update to the La Crescent Bicycle and Pedestrian Plan. The purpose of the plan update was to provide detailed recommendations for four focus areas in La Crescent. Alta prepared design concepts to provide better connections across the Mississippi River to La Crosse, Wisconsin, enhance existing bike lanes, and identify opportunities for new bike lanes and neighborhood bikeways. Alta also provided recommendations to improve pedestrian crossings in several locations. The recommendations were grounded in best practices from the FHWA *Small Town and Rural Multimodal Network Guide*.

**Client:** City of La Crescent

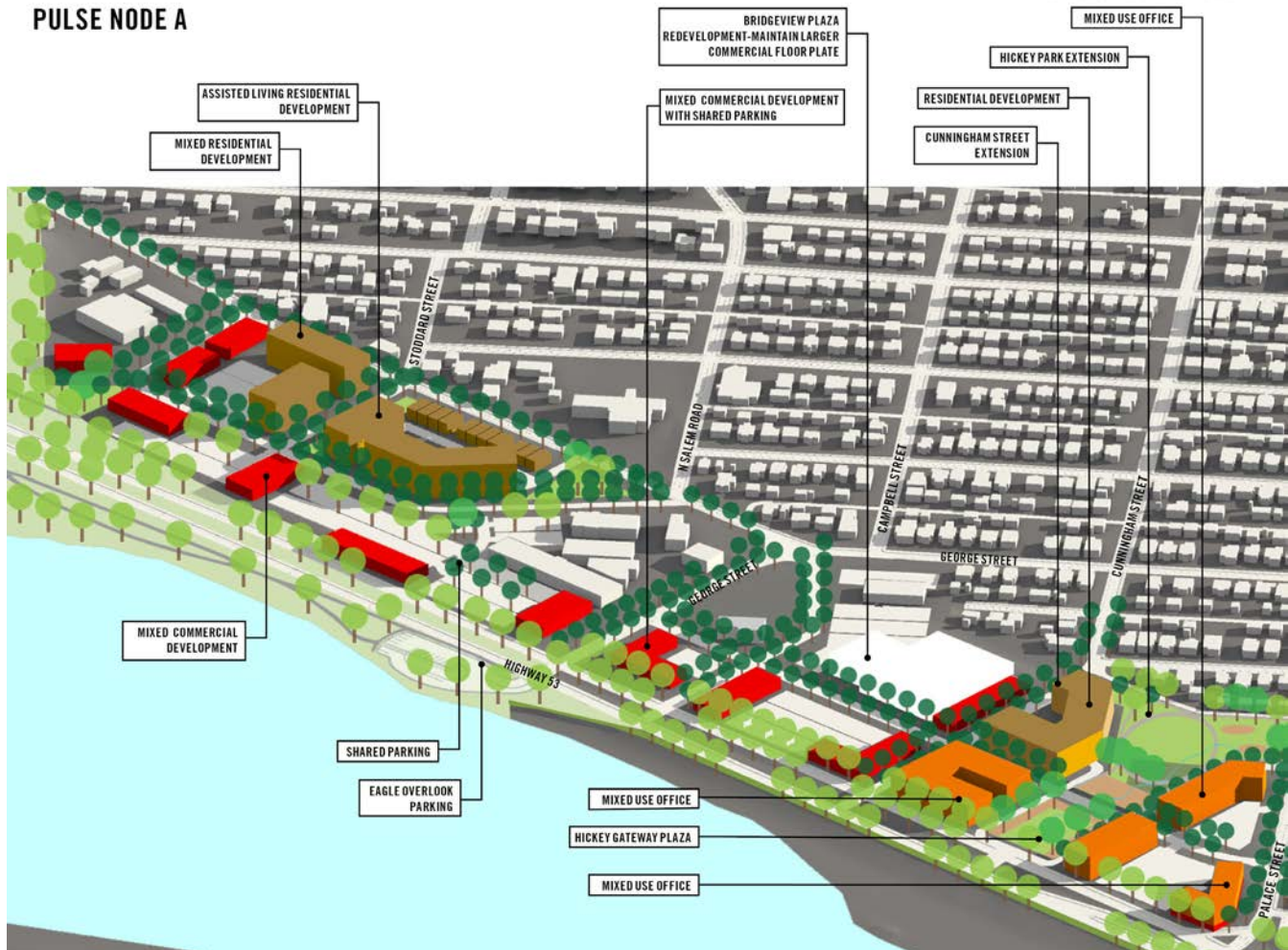
**Dates:** 2017

**Reference:** Bill Waller, City Administrator, (507) 895-2595, [bwaller@cityoflacrecent-mn.gov](mailto:bwaller@cityoflacrecent-mn.gov)

**Key Staff:** Jimmy Shoemaker, Kristen O'Toole, Maria Wardoku



LA CROSSE, WISCONSIN • 16 MAY 2017 • DRAFT

**PULSE NODE A**

## Highway 53 Corridor Master Plan

LA CROSSE, WISCONSIN

**Client:** City of La Crosse

**Dates:** 2018

**Reference:** Jason Gilman,  
Director of Planning and  
Development, (608) 789-7362,  
gilmanj@citylacrosse.org

**Key Staff:** Will Kratt, Amanda  
Prosser, Corona Woychik

Serving as a blueprint for the growth and success of the corridor for generations to come, the plan includes a commitment to social, economic, and environmental resiliency. The study and resulting report examined market conditions, assessed existing real estate, and identified target uses to help the City make informed decisions regarding viable development options. Opportunities were identified to enhance the Highway 53 corridor and position for future growth and redevelopment. Recommendations for enhanced multimodal access and circulation were identified in alignment with place making principles to reinforce desired image and character. The report also provided redevelopment options for identified key sites and implementation strategies. The ultimate success of this effort will be achieved by capturing the opportunities available in the market for the corridor.



## 6th Street South Reconstruction

### LA CROSSE, WISCONSIN

6th Street South is a collector within the City of La Crosse. As part of the Downtown in the City, this collector services not only several thousand vehicles per day, but also has extensive use by pedestrians and bicycles due to its close proximity between City Hall, La Crosse County offices, and the Western Technical College campus.

This project was completed to replace and upgrade failing concrete pavement roadway. There was widespread joint failure with extensive asphalt and concrete patching that needed to be replaced. The project work consisted of an urban concrete pavement replacement, curb and gutter, brick paver terrace, bicycle and pedestrian accommodations, utility adjustments, and other incidentals to complete the work. This project also needed to replace and upgrade the aging and failing system of street lighting to modern streetscape themes and decorative street lighting.

**Client:** City of La Crosse

**Dates:** 2017

**Reference:** Matt Gallagher, PE, City Traffic Engineer, (608) 789-7392, [gallagerm@cityoflacrosse.org](mailto:gallagerm@cityoflacrosse.org)

**Key Staff:** Will Kratt, Amanda Prosser, Corona Woychik





## Safe Routes to School Launch Program: Community-Based Bicycle and Pedestrian Safety Program

### CALIFORNIA

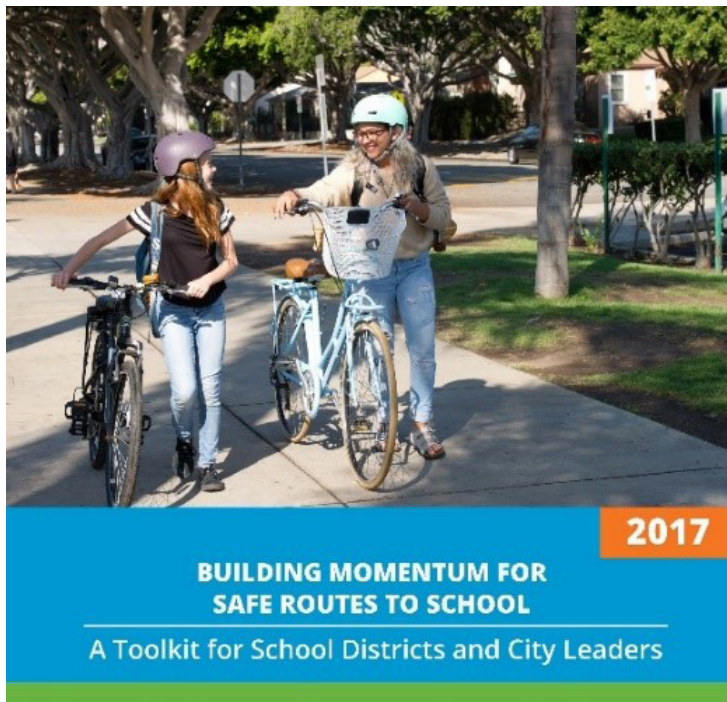
**Client:** California Office of Traffic Safety

**Dates:** 2017-Ongoing

**Reference:** Jill Cooper, Co-Director  
Safe Transportation Research and  
Education Center UC Berkeley,  
(510) 643-4259,  
cooperj@berkeley.edu

**Key Staff:** Michelle Lieberman,  
Sara Zimmerman

The SRTS Launch Program assists communities in launching strong Safe Routes to School initiatives that include the six E's that make up a comprehensive approach to Safe Routes to School—engineering, education, encouragement, enforcement, evaluation, and equity. Since 2017, 13 communities have received program services that include an initial assessment of existing barriers and opportunities for students walking and bicycling in the community; workshops with training on items such as the 6 E's of SRTS, best practices in Safe Routes to School program structure and implementation, a walkability assessment of a selected area around the school site, mapping or other small group interactive prioritization of safety issues, and initial action planning by participants; an initial action plan based upon the assessment and workshop; and additional implementation assistance.



## Santa Clara County Safe Routes to School Toolkit, Trainings, and Action Plan

SANTA CLARA, CALIFORNIA

Since 2015, the Safe Routes Partnership has provided ongoing technical assistance to the Santa Clara County Public Health Department's SRTS Program. The County Public Health Department is leading efforts to establish SRTS task forces and programs in a number of cities. The Safe Routes Partnership has provided trainings for the Public Health Department and local city and school district staff on SRTS, Complete Streets liability, and developing a SRTS task force.

The Safe Routes Partnership has also facilitated workshops with the Sunnyvale Safe Routes to School Collaborative and is developing an action plan to sustain the Collaborative's efforts over a three-year period. Finally, the Safe Routes Partnership developed a toolkit for other cities within Santa Clara County to use in starting their local programs and provided a countywide training on the toolkit in 2017. The toolkit addresses establishing a multidisciplinary task force, hiring a SRTS coordinator, and adopting SRTS supportive policies.

**Client:** Santa Clara County

**Dates:** 2015-2018

**Reference:** Alice Kawaguchi, Health Program Specialist, (408) 793-2733, [Alice.Kawaguchi@PHD.sccgov.org](mailto:Alice.Kawaguchi@PHD.sccgov.org)

**Key Staff:** Michelle Lieberman, Sara Zimmerman



*Alta applies a number of tools to see that a project is successful, on time, and within budget, such as effective communication, strong project management, regular team calls, and monthly progress reports. Throughout this process, Project Manager Jimmy Shoemaker, AICP, will maintain open lines of communication with the City and work to find tailored solutions to project issues or challenges as they arise.*

# Work Plan

## Task 1. Project Management

Alta believes in open communication with our clients for the development of a successful plan. Throughout the project, Alta Project Manager Jimmy Shoemaker will coordinate regularly with the City Project Manager through phone and email communication to keep the City apprised of progress.

### 1.1 KICK-OFF MEETING

Alta will lead an in-person kick-off meeting with the City Project Manager and key team members to review project goals, refine the scope, identify available data, establish communication channels, and develop a stakeholder engagement framework and schedule. After the meeting, Alta will provide an updated work plan and meeting notes with next steps.

### 1.2 MONTHLY PROGRESS REPORTS

Alta will provide accurate monthly invoicing with monthly progress reports. Progress reports will include an outline of work completed to date and work in progress for each task. Reports may also include project concerns or challenges identified during the reporting period and other outstanding issues.

### 1.3 PROJECT MANAGEMENT

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 communication to provide quality, cost, and schedule control.

Alta will convene a regular biweekly coordination call between the Alta and La Crosse Project Managers to have a scheduled and consistent point of contact throughout the project process. The calls will be led by Project Manager Jimmy. Assistant Project Manager Sierra Saunders, ISG, and Safe Routes Partnership staff will join as needed based on tasks being discussed. Alta's Principle-in-Charge Hannah Day-Kapell and Senior Advisor Colin Harris will join at key project milestones and are available to discuss specific topics.

#### TASK 1 DELIVERABLES:

- » Refined work plan and schedule
- » Data request memorandum
- » Monthly progress reports
- » Up to 18 half-hour coordination calls



## Task 2. Stakeholder and Public Engagement

### 2.1 STAKEHOLDER ENGAGEMENT PLAN

Alta will coordinate with the City Project Manager and the existing SRTS Steering Committee to develop a living Stakeholder Engagement Plan (SEP) that identifies goals, methods, messaging, timing, and audiences for successful engagement during the planning process. Our team will coordinate with the City Project Manager to refine details of the SEP, delegate roles and responsibilities for engagement, and establish a schedule for meetings and deadlines.

We are sensitive to the limits on participants' time, and seek to structure a multi-layered outreach that gives stakeholders multiple channels for engagement throughout the process, and aligns with existing meetings and events as much as possible.

### 2.2 SRTS STEERING COMMITTEE

We understand the City has started establishing a SRTS Steering Committee. A Steering Committee provides an opportunity for key stakeholders from the community to come together to consider issues in more detail and provide guidance at key stages in the planning process. If desired, Alta will review the list of current and proposed SRTS Steering Committee members and make recommendations for additional stakeholders to include.

In coordination with the City Project Manager, Alta will organize and facilitate up to three in-person SRTS Steering Committee meetings throughout the course of the project. The SRTS Steering Committee will provide local expertise and resources. Proposed meeting topics may include:

- Confirming project goals and objectives
- Finalizing the work plan
- Discussing coordination needs
- Providing input on public involvement
- Building consensus on project requirements
- Reviewing draft recommendations

Alta will prepare agendas, meeting materials, and meeting summaries. We assume that the City will schedule and host meetings, invite SRTS Steering Committee members, and coordinate document review.

### 2.3 STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder engagement is critical for understanding the issues that students, families, school staff and administrators, and agency partners face when it comes to walking and biking to school. Engagement is also valuable for building support, understanding attitudes towards walking and biking, and identifying opportunities for improvement, capacity building, and collaboration. Alta will use the following strategies, along with SRTS Steering Committee meetings and onsite field assessments detailed in Task 4, to engage key stakeholders and the broader school community.



*Alta's public engagement process is inclusive, productive, and tailored to a project's specific needs. We employ various techniques, including in-person meetings, online surveys, and walk assessments to gather broad feedback and make it easy for community members to share their insights and concerns on a project.*

### **Project Webpage Materials**

Alta assumes that the City will host a web page for the project on the City website. Our team will provide text and graphics that are web ready, in plain language, and in compliance with accessibility standards. We expect that up to eight webpage updates over the course of the project will sufficiently communicate and publicize the project's progress.

### **Interactive Public Input Map**

Smartphone optimized public input maps are an Alta best practice for gathering input that is easy and convenient for residents. Alta will design and develop an online interactive map that is easy to manage and user friendly. It will be accessible across multiple devices and provide users with a variety of ways to interact and share data. The map can be used to collect information about people's routes to school, barriers, and other destinations, and allows anyone with an internet connection or mobile device to add their input. In addition to sharing their own experiences and ideas, users can also "like" or "agree" with other people's entries. The interactive map can be embedded on the project web page or shared and accessed as a standalone website.

### **School Administrator Survey**

Alta will coordinate with the City to develop an online survey directed toward school administration personnel to learn more about the school campus environment and existing programs and policies related to school transportation and walking and biking in particular. Questions will address school policies and practices around active transportation, arrival and dismissal procedures, infrastructure for walking and biking, and the school zone environment. This survey will help our team prepare for onsite field assessments and will help inform program, policy, and infrastructure recommendations.

### **Pop-Up Stakeholder Events**

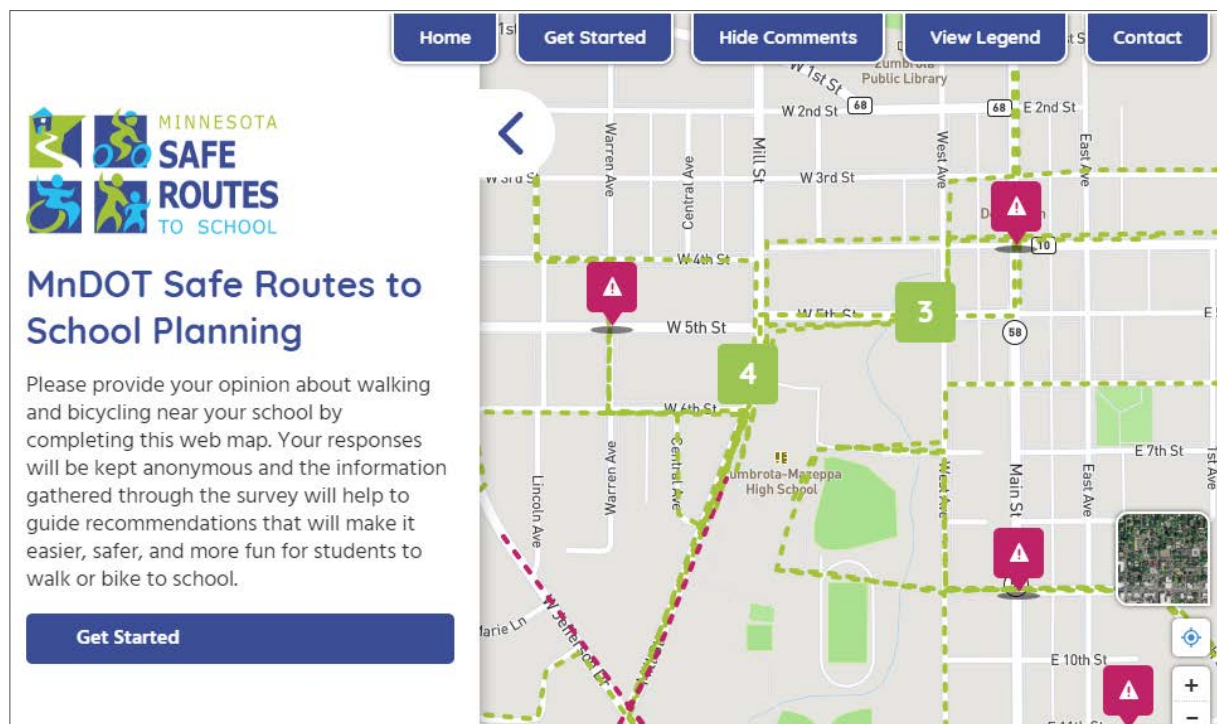
In order to broaden public outreach, Alta will create a pop-up toolkit and conduct up to eight pop-up events at schools or community events. PDFs of printable pop-up materials along with instructions for engagement will be made available to City staff should they wish to host additional pop-up events. The purpose of these pop-up events is to meet school stakeholders where they already are to share information about the plan and invite participants to share stories, needs, challenges, ideas, and priorities for walking and biking to school. Alta will work with the City to determine appropriate locations or events to "piggyback" on. Examples may include:

- Visiting with student leadership groups or students who currently walk and bike to school
- Joining a PTA meeting to hear from engaged parents
- Tabling at parent/teacher conferences or other school/family events

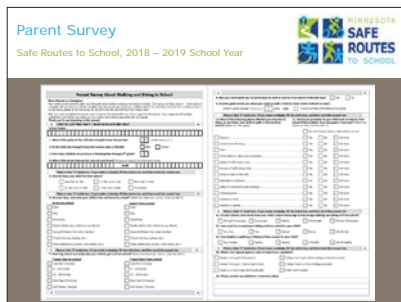
We recommend that pop-up events are held early in the planning process to kick-off the project to stakeholders. Engaging stakeholders early in a plan development process is an important way to demonstrate to stakeholders that their feedback is valued, and to set the tone for an inclusive process. Alta assumes that pop-up events will be coordinated with other project visits for travel and budget efficiency and that City staff will support scheduling and publicity.

### TASK 2 DELIVERABLES:

- » Draft and revised SEP
- » Participation in up to three SRTS Steering Committee meetings including creation of agendas, meeting materials, and meeting summaries
- » Web copy and images for an initial project webpage and up to eight webpage updates
- » Develop and host interactive public input map
- » Develop and host online administration survey
- » Participation in up to eight pop-up events including meeting materials, instructions, and meeting summaries



*Alta's interactive web maps help expand school and community participation and improve the collection of existing conditions and issues in and around school sites. Alta will develop/update a website to serve as a central repository for project-related schedules and resources and extend the reach of the planning process to a wide audience of stakeholders. The above example was created for the MnDOT Safe Routes to School Planning Assistance.*



*Alta has considerable experience administering and analyzing SRTS student travel tallies and parent surveys. For this project, Alta will translate available caregiver survey results and student travel tally data into readily understandable summary reports that outline travel habits, barriers, and key takeaways for each school.*

## Task 3. Contextual Review

### 3.1 EXISTING PLAN AND POLICY REVIEW

The Alta team will scan existing policies and planning documents to identify opportunities to integrate and strengthen support for SRTS. The plans and policies reviewed will include, but are not limited to, the City's Bicycle and Pedestrian Master Plan, Green Complete Streets ordinance, and Vision Zero plan. In addition, the Alta team will review wellness, transportation, facilities design and other policies of the School District of La Crosse to identify additional opportunities to support SRTS within the school policy environment. Recommendations for new policies or revisions/modifications to existing policies will be developed based on national best practices.

### 3.2 CRASH ANALYSIS

Alta will conduct bicycle and pedestrian collision analysis using data provided by the City of La Crosse. Collision data will be included in a point-based GIS shapefile to create an easy-to-read map that displays the location of each collision, likely cause of collision (if included in data), collision severity, and "heat map" like clusters to highlight the highest collision locations. We will pay special attention to pedestrian and bicycle collisions that occur within two miles of a school and/or involve school-aged children and youth. Maps will be collated into the final SRTS plan. Results of the analysis will be presented using easy to understand narrative that allows technical and nontechnical audiences to understand important trends and patterns for collisions.

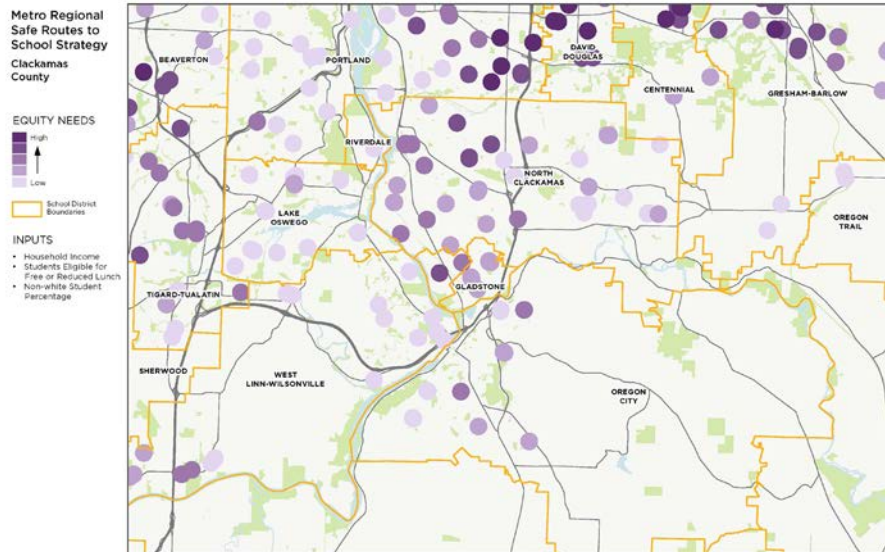
### 3.3 STUDENT LOCATION MAPS

Alta will request that the City obtain anonymous student addresses from the School District of La Crosse. Alta will use available student address data to create a series of heat maps showing the approximate locations of students relative to each of the 22 schools. When combined with school location and enrollment boundary information, this provides valuable insight into where students are likely to walk or bike and where there is significant potential for mode shift. These maps could also serve as the basis of Walking School Bus routes and to establish carpools.

### 3.4 EQUITY ANALYSIS

Alta has developed a comprehensive methodology for mapping a community's landscape of vulnerable or disproportionately burdened populations. This approach identifies concentrations of residents who may be most reliant on walking, biking, and transit and most vulnerable to unsafe infrastructure, health disparities, and inaccessible destinations. Alta will map demographic information city-wide to understand specific conditions related to low income, minority households, and households without access to a motor vehicle in the study area. This information can be used to identify programmatic strategies to support students, families, and schools with limited capacity and resources, and in the project prioritization phase to focus resources in areas that have been traditionally less well-served by city infrastructure.





Alta's analysis of school travel activities and needs provide prioritized lists of schools for SRTS investments. The above equity analysis was developed for the Oregon Metro Safe Routes to School Strategy.

### 3.5 CAREGIVER SURVEY AND STUDENT TRAVEL TALLY ANALYSIS

Alta will coordinate with the City Project Manager and the La Crosse County Health Department to download available caregiver survey results and student travel tally data from the Safe Routes to School Data Collection System. We will review raw data and summary reports for the caregiver survey and student tally data as well as open ended comments from the caregiver survey. Alta will compile a summary of analysis results that outline travel habits, barriers, and key takeaways for each school as well as city-wide themes, trends, challenges, and opportunities for improvement.

### 3.6 EXISTING WALKING AND BIKING INFRASTRUCTURE

Alta will use available walking and biking infrastructure data as provided by the City of La Crosse to map existing active transportation infrastructure near the 22 school sites. Data may include traffic control, crosswalk markings, curb ramps, school zones, sidewalks, bikeways, and other walking and biking infrastructure inventoried and provided by the City and other agency partners. Existing infrastructure maps will be referenced during Task 4.

#### TASK 3 DELIVERABLES:

Contextual review memorandum including a summary of the following:

- » Review of existing plans and policies
- » Bicycle and pedestrian involved crashes
- » Student locations and enrollment boundaries
- » Equity analysis
- » Caregiver survey analysis
- » Student travel tally analysis
- » Existing walking and biking infrastructure



*Alta's school site assessments are led by experienced staff members and provide a platform for people to talk with each other while experiencing real-time conditions for walking and biking.*

## Task 4. Field Investigation

### 4.1 ONSITE FIELD ASSESSMENT AT EACH SCHOOL

School walk assessments are one of the most important SRTS tasks as they are the best opportunity to gather interest and input from all SRTS stakeholders while simultaneously identifying circulation needs, access to infrastructure, and barriers and opportunities to improve student safety. We have an effective process that respects stakeholders' limited time to participate and maximizes information we can gather during the short school commute peak observation period. Alta will prepare for school assessments by discussing with key issues around each school site with City and school staff so we can focus assessments on key issue areas for each school. Alta assumes that field assessments will be scheduled concurrently for travel and budget efficiency.

#### Walk Assessment Scheduling and Outreach

Alta will work with each school's administration to schedule and advertise walk assessments and identify stakeholders who should be invited. Stakeholders may include parents, teachers, school administrators, neighbors, city and district staff, law enforcement representatives, and students. Alta will develop communication materials for school administrators and other project partners to share with their networks.

#### Arrival/Dismissal Observations and Mobile Meetings

Alta will lead a school walk assessment at each project school, up to 22. An Alta-led walk assessment includes four components:

1. A brief introduction to stakeholders, a review of arrival/dismissal procedures, a brief training to review the process, and an overview of the plan for the assessment.
2. An observation of school arrival or dismissal circulation and behaviors, inviting stakeholders to mark notes on printed aerial maps and a walk assessment checklist that identifies specific infrastructure elements or behaviors to look out for during the field assessment. During the assessment, we will observe, document, and photograph existing infrastructure and operational behavior conditions that may serve as barriers or challenges to safe walking, bicycling, and vehicle circulation in the school area.
3. A stakeholder debrief meeting immediately after observations to discuss challenges identified and issues that have arisen in the past which may not have been observed during the assessment.
4. A mobile meeting, with City staff invited to participate, of pedestrian and bicycle routes and infrastructure in the school vicinity and surrounding neighborhood, confirming data provided and collecting information about factors not included in GIS.

The "mobile meeting" approach creates space for people to talk to each other while experiencing real-time conditions for walking and biking. This information will be used to identify areas for improvement to the pedestrian and bicycle network and develop a list of potential program opportunities for specific schools.

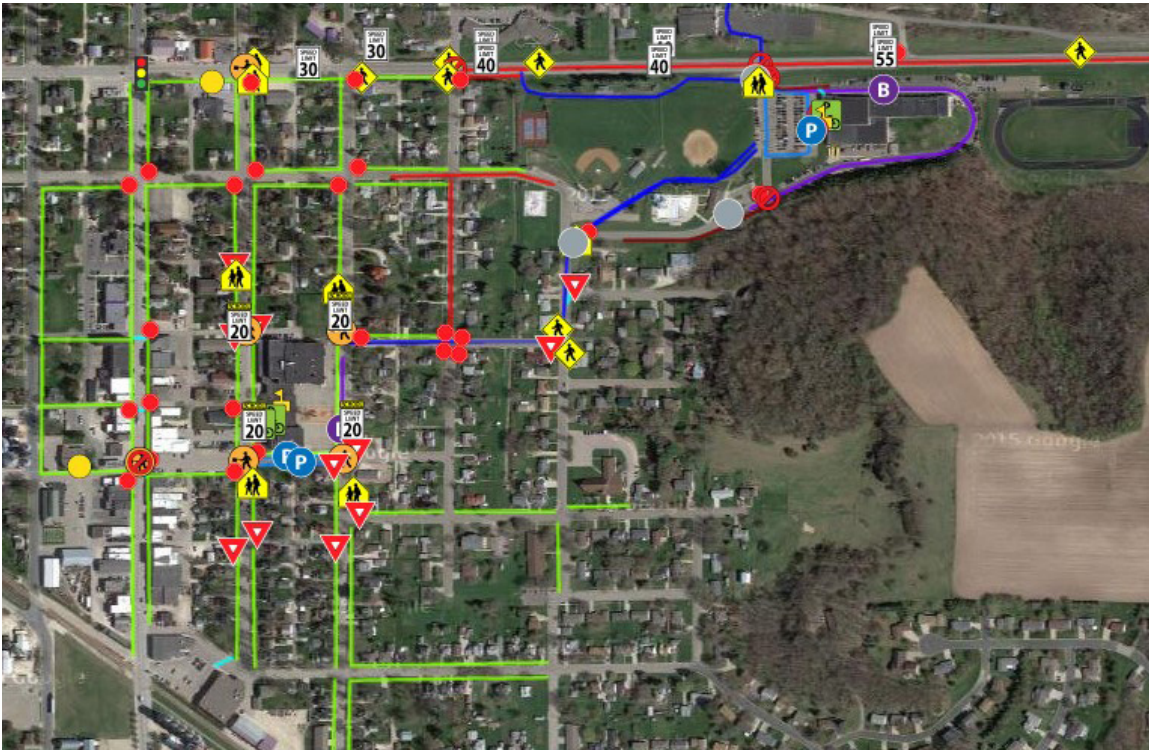
## 4.2 EXISTING CIRCULATION ROUTES AND SRTS ACTIVITIES

Using information collected from Task 4.1, Alta will develop existing circulation route maps for each of the 22 schools. Circulation maps will document existing mobility patterns for pedestrians, bicyclists, drivers, and buses. Routes will be shown visually on a map of each school site and will include a complementary written description. This will provide a snapshot of existing travel patterns, identify conflicts between modes, and highlight corridors or spot locations that require more attention in terms of infrastructure investments to improve SRTS mobility.

Along with the documentation of infrastructure, Alta will briefly summarize SRTS activities at each school, identifying school contacts who have been involved with SRTS initiatives, and methods for communication with parents about transportation behaviors and expectations.

## 4.3 GAPS, CHALLENGES, AND OPPORTUNITIES

Through the information gathered during site visits, existing conditions analyses, and public input, Alta will identify issues and opportunities for infrastructure improvements near each of the 22 schools. We will also identify challenging behaviors from families walking, biking, and/or driving during student loading times, and other policy or programmatic issues that need to be addressed in the plan.



*The Alta team will prepare an existing conditions inventory of all 22 school sites. The graphic above is an example of existing conditions data gathered around a school in St. Charles, Minnesota.*





*The Alta team will work closely with the SRTS Steering Committee to develop a process for prioritizing the projects at each school and across the City. The action steps will follow a “six E’s” approach to cover infrastructure as well as programs (non-infrastructure)—while prioritizing equity.*

The maps produced in this task will be shared electronically with steering committee members prior to specific recommendations for improvements are made. This will be a chance to build consensus among key stakeholders.

#### **DELIVERABLES:**

- » Scheduling field assessments at each school
- » Field assessment including arrival or dismissal observations, mobile meetings, and materials including outreach language, sign-in sheets, maps, and data collection forms for each school
- » Shared photo albums so participants can upload photos taken in the field
- » Existing circulation route maps and written summary of SRTS activities for each school
- » Gaps, challenges, and opportunities map and table for each school

## **Task 5. Draft Recommendations**

### **5.1 INFRASTRUCTURE RECOMMENDATIONS**

Following the review of the issue and opportunity maps by the steering committee, Alta will create school-specific infrastructure recommendations to improve connectivity, comfort, and safety around each of the 22 schools. Alta will develop maps and tables identifying specific corridor and intersection projects near each school and a memorandum outlining city-wide infrastructure recommendations. Infrastructure recommendations may include:

- Small, quick, and inexpensive projects that can be bundled together for implementation, like signage and striping
- Lower-cost projects that could be good candidates for demonstration projects, like curb extensions, median islands, or traffic circles
- Larger, longer-term projects that may be good candidates for grant funding

### **5.2 PROGRAM AND POLICY RECOMMENDATIONS**

The Alta team will develop recommendations for each of the non-infrastructure/programmatic E’s (education, encouragement, enforcement, evaluation, equity). Recommendations will be based on success of past and current programming, opportunities and needs identified during the community outreach and planning process, an understanding of the local capacity and resources, and best practices from successful SRTS programs in communities around the country similar to La Crosse. A specific focus will be on developing recommendations for how the SRTS plan and implementation can advance equity.

#### **DELIVERABLES:**

- » Draft infrastructure memorandum, maps, and tables
- » Draft program and policy recommendations memorandum



## Task 6. Project Prioritization and Implementation

### 6.1 PROJECT PRIORITIZATION

The Alta team will develop project prioritization methodology with input from the SRTS Steering Committee. Potential metrics include categories such as safety, demand, equity, and others identified by project stakeholders. Our team will use agreed upon methodology to prioritize infrastructure projects into logical categories such as low, medium, and high priorities or short-, medium-, and long-term. We will also develop phasing recommendations for program and policy recommendations based on interest, capacity, value, and available resources.

### 6.2 INFRASTRUCTURE COST ESTIMATES

Working closely with ISG Group, Alta will develop planning-level cost estimates for the recommended improvements based on typical costs for infrastructure improvements. We can use our standard costs prepared from nearby communities, and the City should provide any recent costs or cost estimates developed for similar projects.

### 6.3 FUNDING AND IMPLEMENTATION

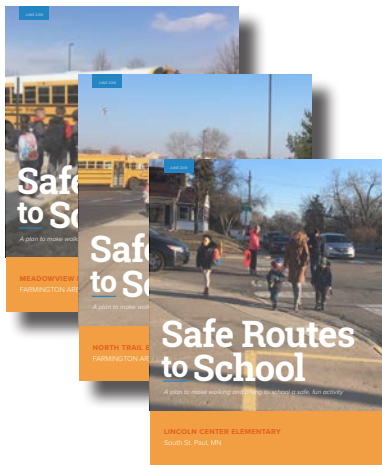
The Alta team will develop a memorandum that outlines local, state, federal, and private funding opportunities to implement projects identified under Task 6.1. Alta and the Safe Routes Partnership have national experience identifying opportunities to fund SRTS plans, and ISG Group is very much in tune with local, state, and federal infrastructure funding in Wisconsin, especially La Crosse. Alta will priority projects and funding strategies into a memorandum that outlines implementation strategies such as:

- Proposed experimental/temporary project locations and evaluation criteria
- Action plan for project implementation for short-, medium-, and long-range projects
- List of high priority projects for all six E's

This resource will be developed as a standalone document and will be included in the overall plan.

#### TASK 6 DELIVERABLES:

- » Project prioritization methodology
- » Infrastructure prioritization map and table for each school
- » Program prioritization table for each school
- » City-wide project and program prioritization table
- » Planning-level cost estimates for infrastructure projects
- » Funding and implementation memorandum



*Alta's final plan documents are functional guidebooks for implementation with user-friendly graphics.*

## Task 7. Draft and Final Plan and Presentations

### 7.1 DRAFT PLAN

Alta will assemble a complete Draft SRTS Plan reflective of the input gathered throughout the planning process. The plan will be highly visual with clear and concise recommendations provided in an approachable and digestible format. The plan will incorporate draft elements developed through project prioritization, implementation review, and stakeholder engagement.

We assume the SRTS plan will include both city-wide and school-specific recommendations. Alta will draft an outline for the La Crosse SRTS plan early in the planning process and share it with the City Project Manager and SRTS Steering Committee for input and refinement. Building consensus early in the process about what the final plan includes and how it's organized will enable the project team to develop interim deliverables in a way that feeds into the final planning document. Alta will compile meeting summaries, survey results, technical analysis, and detailed project information into an appendix to keep the main body of the SRTS plan concise and approachable.

### 7.2 PRESENTATIONS

Alta will present the draft SRTS plan at up to three meetings: the La Crosse Common Council, School Board, and Planning Committee. Alta assumes that presentations will be coordinated with other project visits for travel and budget efficiency. Alta will make one round of revisions to presentation materials after the final plan is completed so that content reflects the final SRTS plan should the City need to present the final plan.

### 7.3 FINAL PLAN AND APPENDIX

The Alta team will finalize the plan based on a single set of consolidated and internally-consistent comments from the SRTS Steering Committee and project stakeholders. We will provide the City with one editable file (InDesign format), one copy-ready PDF file, and ten hard copies of the final plan. We will also provide a GIS data package including GIS analyses results and infrastructure project outcomes.

#### TASK 7 DELIVERABLES:

- » One Adobe Acrobat version of the Draft SRTS Plan
- » Directions and framework for review
- » One Draft SRTS Plan presentation in PowerPoint and PDF format
- » Up to three in-person presentations of the Draft SRTS Plan
- » One InDesign version of the Final SRTS Plan
- » One map package and associated GIS files
- » Ten bound hard copies of the Final SRTS Plan
- » One Adobe Acrobat version of the Final SRTS Plan
- » One Final SRTS Plan presentation in PowerPoint and PDF format

## Optional Tasks

The following tasks may be conducted for an additional fee if authorized by City staff.

### Optional Task A: Demonstration Projects

The Alta team will work with City staff and the SRTS Steering Committee to identify up to two demonstration or pilot projects. Alta will facilitate a meeting with key City staff and other stakeholders to brainstorm potential projects and initiate project planning and design. Alta assumes this meeting will either be coordinated with other in person events or conducted remotely as a conference call.

Once project locations and types are established, Alta will develop individual map cut sheets with conceptual drawings for each project including recommended cross-section design and/or intersection treatments. Alta will additionally develop educational and promotional materials to distribute before and during project installation; a table outlining recommended installation materials, quantities, costs, and vendors; and data collection sheets to conduct evaluation before and during installation.

Alta assumes that the City will cover the cost of installation materials and conduct before and after data collection. Up to two Alta staff will be present to assist with project installation. Alta assumes that City staff will coordinate additional installation support from City staff, volunteers, or other stakeholders and take responsibility for project maintenance and removal.

#### DELIVERABLES:

- » Participation in a meeting to identify potential projects and initiate planning and design
- » Conceptual drawing of demonstration project with one round of revisions
- » One promotional flyer and one educational flyer for each event
- » Tables of project materials quantity and cost estimates
- » Data collection materials for project evaluation
- » Up to two staff on site for project installation



*Alta led a process to plan, design, and implement nine active transportation demonstration projects across North Dakota. This project was an outgrowth of Alta's work on the award-winning ND Moves: Statewide Active and Public Transportation Plan and included several locations near schools.*

## Optional Task B: Suggested Walking and Bicycling Route Maps

Suggested walking and bicycling route maps help promote walking and biking as options for students and families traveling to school. Alta will develop a suggested route base map template for the City to review. The suggested routes maps will be created based on feedback from other existing route map examples that Alta has created for other communities with support from our award-winning graphic design team.

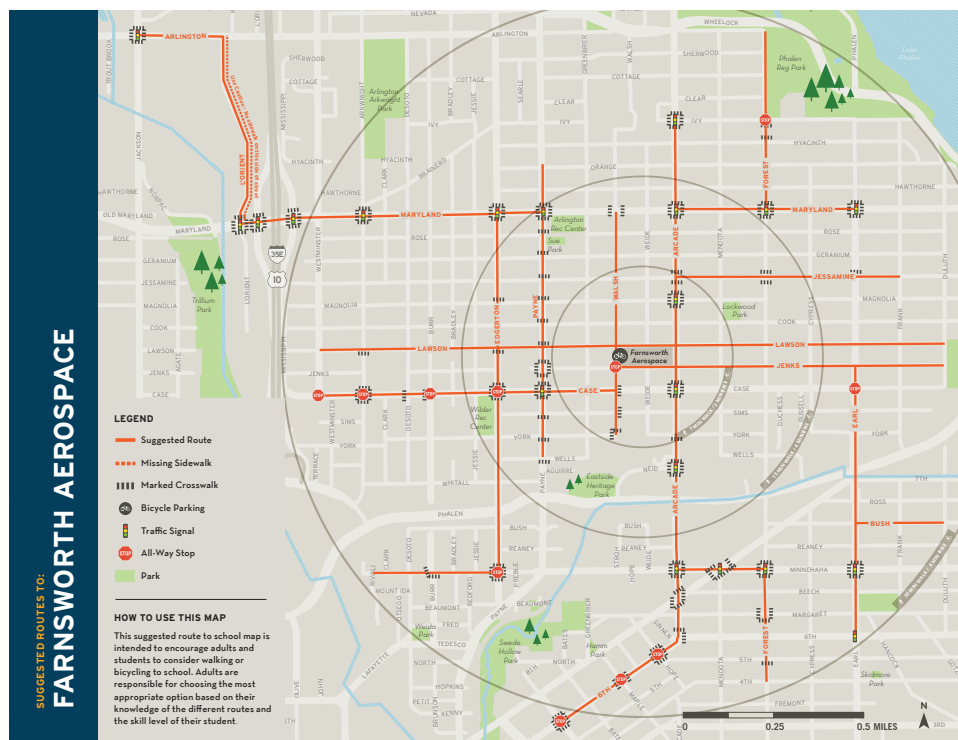
Once the look and feel are approved, Alta will use the base map template to create suggested routes to school maps for all 22 schools based on existing walking and biking routes and facilities, upcoming projects, and stakeholder input. Suggested walking and bicycling route maps will include school locations, surrounding streets, walkways and bikeways, and other relevant information such as stop signs, signalized intersections, crossing guard locations, and walking school bus locations. It is our standard practice to include active transportation educational messages on our suggested route maps as well.

Alta will solicit feedback on suggested route maps from the City and school staff via email. Once feedback is received, Alta will make one round of revisions and finalize maps for use by students and the school community.

### DELIVERABLES:

- » Draft suggested walking and biking route map template
- » Draft suggested walking and biking route maps (up to 22)
- » Final suggested walking and biking route maps (up to 22)

*Alta developed SRTS maps for communities in Minnesota, which show the best ways for families to walk and bike to school. These attractive, user-friendly maps overcome barriers by helping families plan their trips.*





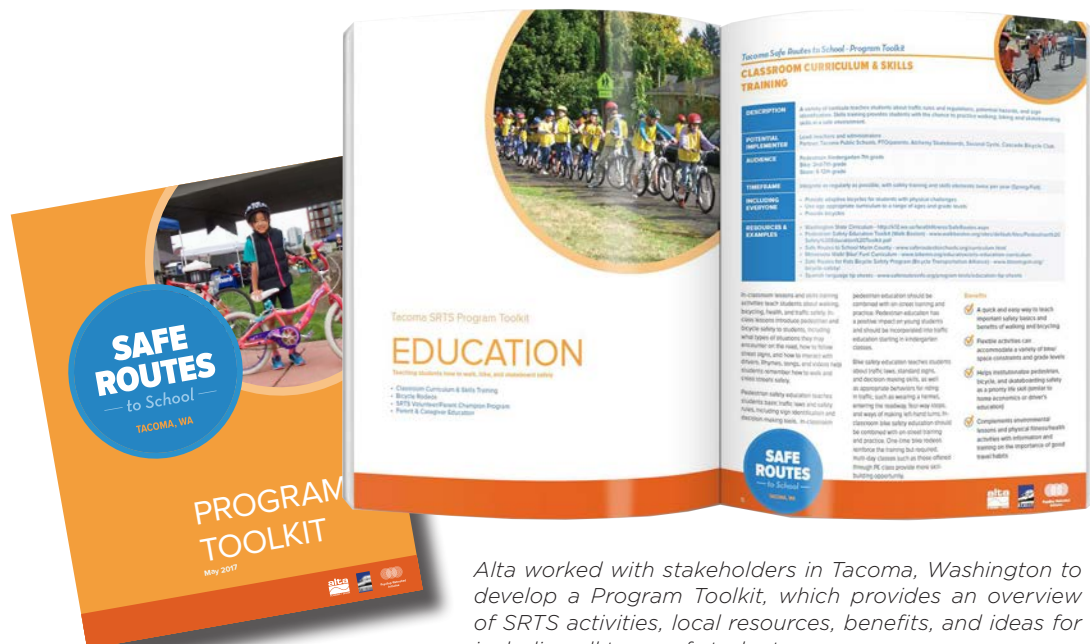
## Optional Task C: SRTS Collateral Toolkit

Alta, working closely with the City and School District of La Crosse, will create a host of informational collateral to build interest and excitement around walking, bicycling, and taking the bus to school. This collateral will include customizable templates for individual practitioners and a samples package.

Alta recognizes the importance of engaging diverse audiences in a meaningful way. This includes using images of students with disabilities and students of color, highlighting opportunities to include students who live too far or who are physically not able to walk or bike, and providing documents that meet Accessibility guidelines.

We will work with the City and SRTS Steering Committee to determine the list of specific outreach collateral materials to be created through this task. We recommend the following materials to raise awareness and excitement for the program:

- Trifold program brochure that advertises SRTS goals and the toolkit, highlighting the benefits of SRTS and active transportation
- Safety promotion tip sheet for walking, biking, and driving safely in school areas. The tip sheet will also help staff educate and train stakeholders and partners on how to promote SRTS within their immediate community
- One poster and one flyer/postcard template that are customizable for the school name, date, location, and other details
- School banner for walk and roll to school day, or other targeted events



*Alta worked with stakeholders in Tacoma, Washington to develop a Program Toolkit, which provides an overview of SRTS activities, local resources, benefits, and ideas for including all types of students.*

We will develop up to five collateral materials to be determined in collaboration with the City. We will provide one round of revisions based on a single set of internally-consistent comments. We will provide final outreach materials in electronic PDF copies with modifiable text fields so volunteers can input dates and locations. We will prepare black and white versions for reproduction on school printers and templates to help future implementers quickly develop the documents they need for outreach. The City will be responsible for print management and printing costs of these materials.

#### **DELIVERABLES:**

- » A consistent La Crosse SRTS program look and feel with fonts and color scheme to provide consistency and legitimacy in all products
- » Up to five collateral materials (program brochure, safety and carpooling promotion tip sheet, poster, flyer/postcard, and school banner) including:
  - Native AI file
  - Print-ready PDF
  - Web-ready PDF
  - Printer release notes

## **Timeline**

Alta project managers use Deltek Vision software to balance resources and manage the complete lifecycle of a project. This ensures staff is not overcommitted. 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.

The project timeline proposes a start date in September 2019 and a completion date of May 31, 2020. The timeline provided in the Time Schedule section provides additional details pertaining to sequence key tasks, meetings, and benchmark dates and deliverables.

## **Availability for Selection Interviews**

The Alta team has adequate availability to attend selection interviews in August 2019. Staff expected to be present at the interview have allotted time for the interview date indicated in the RFP to avoid any scheduling conflicts.





### 3. TIME SCHEDULE

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“Alta delivers high-quality work consistently. They are national experts in Safe Routes to School and their expertise has been tremendously beneficial for crafting and implementing our youth active transportation program.”

- LESLIE LARA-ENRIQUEZ, FORMER PUBLIC INFORMATION OFFICE, METROPOLITAN TRANSPORTATION COMMISSION, MTC SPARE THE AIR YOUTH PROGRAM



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# Time Schedule

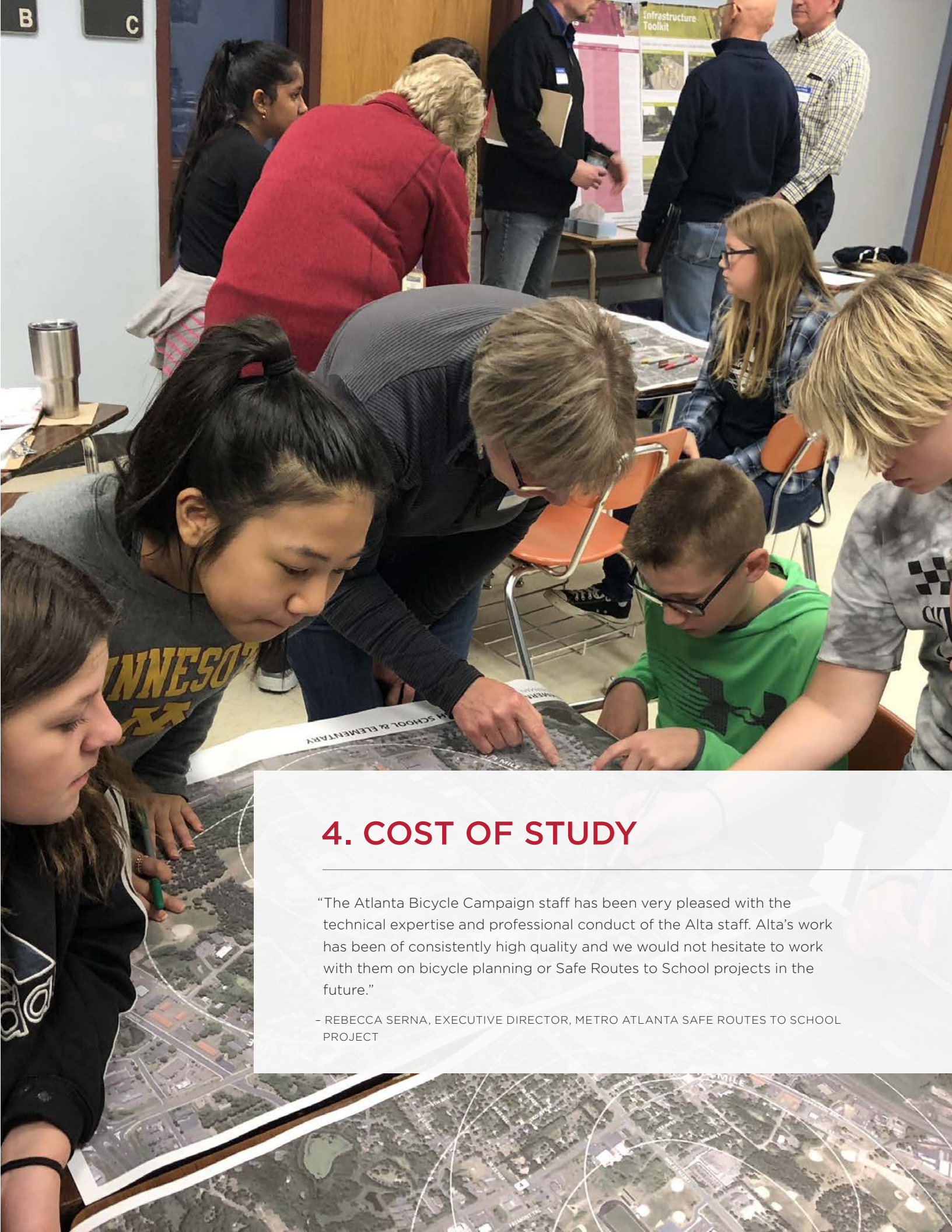
The timeline below has been carefully organized to sequence key tasks, meetings, and deliverables, providing an efficient process and thorough review of all products as they are developed.

TASK	2019					2020				
	September	October	November	December	January	February	March	April	May	
1. Project Management										
Kick-Off Meeting	X									
Monthly Progress Reports		X	X	X	X	X		X		
Project Management	X	X	X	X	X	X	X	X	X	X
2. Stakeholder and Public Engagement										
Stakeholder Engagement Plan										
SRTS Steering Committee		X			X				X	
Stakeholder Engagement Activities										
3. Contextual Review										
Existing Plan and Policy Review										
Crash Analysis										
Student Locations										
Equity Analysis										
Caregiver Survey										
Caregiver Survey and Student Tally Analysis										
Existing Walking and Biking Infrastructure										
4. Field Investigation										
Onsite Field Assessment										
Existing Circulation Routes										
Gaps, Challenges, and Opportunities										
5. Draft Recommendations										
Infrastructure Recommendations										
Program and Policy Recommendations										
6. Project Prioritization and Implementation										
Project Prioritization										
Infrastructure Cost Estimates										
Funding and Implementation										
7. Draft and Final Plan and Presentations										
Draft Plan										
Presentations										
Final Plan and Appendix										

## LEGEND

Task	
Progress	
Meeting / Workshop	X
Deliverable	
Client review	

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## 4. COST OF STUDY

"The Atlanta Bicycle Campaign staff has been very pleased with the technical expertise and professional conduct of the Alta staff. Alta's work has been of consistently high quality and we would not hesitate to work with them on bicycle planning or Safe Routes to School projects in the future."

- REBECCA SERNA, EXECUTIVE DIRECTOR, METRO ATLANTA SAFE ROUTES TO SCHOOL PROJECT



# Cost of Study

Alta has prepared a proposed fee breakdown by task below. We are flexible in developing an allocation of work effort and budget that best meets the needs of the City.

TASK		Alta Planning + Design				
		Principal-in-Charge	Project Manager	Assistant Project Manager	Senior Advisor	Senior Planner
		Hannah Day-Kapell	Jimmy Shoemaker	Sierra Saunders	Colin Harris	Kristen O'Toole
2019 Direct Rate		\$49	\$29	\$33	\$41	\$30
Overhead - Alta Planning + Design (180%)	180.06%	\$88	\$53	\$59	\$74	\$54
Overhead - ISG Group (150%)	160.00%					
Overhead - Safe Routes Partnership(137%)	137.00%					
Fixed Fee (12%)	12.00%	\$16	\$10	\$11	\$14	\$10
Total Labor Cost		\$153	\$92	\$102	\$128	\$94
<b>1. Project Management</b>		<b>4</b>	<b>49</b>	<b>20</b>	<b>8</b>	<b>0</b>
1.1 Kick-Off Meeting			13	8		
1.2 Monthly Progress Reports			12			
1.3 Project Management		4	24	12	8	
<b>2. Stakeholder and Public Engagement</b>		<b>2</b>	<b>126</b>	<b>104</b>	<b>9</b>	<b>34</b>
2.1 Stakeholder Engagement Plan		1	6		1	2
2.2 SRTS Steering Committee			40	24	4	
2.3 Stakeholder Engagement Activities		1	80	80	4	32
<b>3. Contextual Review</b>		<b>2</b>	<b>20</b>	<b>12</b>	<b>4</b>	<b>32</b>
3.1 Existing Plan and Policy Review		1	4	2	2	
3.2 Crash Analysis			2			
3.3 Student Locations			2			
3.4 Equity Analysis			2			
3.5 Caregiver Survey and Student Tally Analysis			6	6		24
3.6 Existing Walking and Biking Infrastructure		1	4	4	2	8
<b>4. Field Investigation</b>		<b>5</b>	<b>120</b>	<b>100</b>	<b>8</b>	<b>100</b>
4.1 Onsite Field Assessment		1	80	60	2	60
4.2 Existing Circulation Routes		2	20	20	2	20
4.3 Gaps, Challenges and Opportunities		2	20	20	4	20
<b>5. Draft Recommendations</b>		<b>4</b>	<b>24</b>	<b>20</b>	<b>8</b>	<b>32</b>
5.1 Infrastructure Recommendations		2	16	16	6	32
5.2 Program and Policy Recommendations		2	8	4	2	
<b>6. Project Prioritization and Implementation</b>		<b>5</b>	<b>14</b>	<b>6</b>	<b>6</b>	<b>44</b>
6.1 Project Prioritization		2	6	4	2	12
6.2 Infrastructure Cost Estimates		2	4		2	
6.3 Funding and Implementation		1	4	2	2	32
<b>7. Draft and Final Plan and Presentations</b>		<b>14</b>	<b>52</b>	<b>36</b>	<b>12</b>	<b>116</b>
7.1 Draft Plan		6	16	16	8	60
7.2 Presentations			24	8		16
7.3 Final Plan and Appendix		8	12	12	4	40
<b>Staff Hours</b>		<b>36</b>	<b>405</b>	<b>298</b>	<b>55</b>	<b>358</b>
Reimbursable Expenses & Travel						
<b>Project Total</b>		<b>\$5,508</b>	<b>\$37,260</b>	<b>\$30,396</b>	<b>\$7,040</b>	<b>\$33,652</b>

## GENERAL NOTES:

\* Hours and staff assignments can be adjusted by the consultant as needed to implement the tasks described during the course of the project.

\* Hourly rates are for calendar year 2019, and will be adjusted if work is continued into subsequent year(s).



			ISG Group			Safe Routes Partnership		Task Hours	Total Task Fee
GIS/Planner	Graphic Designer	Web Developer	Principal Engineer	Principal Planner/Designer	Civil Engineer	Planner	Planner		
Maria Wardoku	Cat Cheng	Zane Taylor	Will Kratt	Amanda Prosser	Corona Woychik	Sara Zimmerman	Michelle Lieberman		
\$28	\$41	\$36	\$50	\$47	\$29	\$56	\$42		
\$50	\$73	\$65							
			\$80	\$75	\$46				
						\$76	\$57		
\$9	\$14	\$12	\$16	\$15	\$9	\$16	\$12		
\$87	\$128	\$113	\$146	\$137	\$84	\$147	\$110		
0	0	0	18	0	0	12	2	113	\$12,796
			2				2	25	\$2,524
								12	\$1,104
			16			12		76	\$9,168
32	0	20	26	40	40	4	8	445	\$46,002
			2					12	\$1,313
			24			4	8	104	\$11,612
32		20		40	40			329	\$33,077
84	0	0	8	0	0	4	32	198	\$19,474
4			2			4	32	51	\$5,729
12								14	\$1,228
12								14	\$1,228
12								14	\$1,228
24								60	\$5,508
20			6					45	\$4,553
96	0	0	40	40	72	0	0	581	\$58,149
			32	32	32			299	\$31,273
48			4	4	20			140	\$13,310
48			4	4	20			142	\$13,566
68	0	0	4	8	24	12	54	258	\$26,208
68			4	4	24			172	\$16,250
				4		12	54	86	\$9,958
32	0	0	16	12	40	2	16	193	\$19,747
32			4					62	\$6,018
			12		40			60	\$6,042
				12		2	16	71	\$7,687
24	28	0	6	0	0	4	0	292	\$30,174
16	20		2			2		146	\$15,224
			2					50	\$4,820
8	8		2			2		96	\$10,130
336	28	20	118	100	176	38	112	2080	\$212,550
									\$8,460
\$29,232	\$3,584	\$2,260	\$17,228	\$13,700	\$14,784	\$5,586	\$12,320		\$221,010

# Anticipated Expenses

Direct Expense Costs for In-Person Visits	Units	Unit Rate	Multiply	Cost
Lodging	36	\$94.00		\$3,384.00
Meals (Daily Per Diem)	36	\$55.00		\$1,980.00
Car Rental	18	\$72.00		\$1,296.00
Printing				\$1,800.00
Total In-Person Visit Costs				\$8,460.00
Total Direct Expense Costs				\$8,460.00