

REQUEST FOR PROPOSALS NO. 12600774

Contractor Services for Transit Design Guidelines

City of Fresno Department of Transportation/FAX

FEBRUARY 27, 2026

PREPARED BY **ALTA PLANNING + DESIGN, INC.**

IN ASSOCIATION WITH
BODEWELL GROUP

alta

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

CHECK LIST

Contractors are requested to submit this Checklist and the following information, providing the content in the sequence shown below. If the documentation provided is incomplete, the Proposer may be ineligible for award of a Contract.

REQUIRED

[X] 1. **COVER LETTER**

[X] 2. **BUSINESS LICENSE INFORMATION**, page 13

[X] 3. **COST PROPOSAL**, page 14

[X] 4. **PROPOSER QUALIFICATION QUESTIONNAIRE**, page 15

[X] 5. **REFERENCES**, page 18

[X] 6. **ACCEPTANCE OF INDEMNIFICATION & INSURANCE**, page 19

[X] 7. **BIDDERS LISTING OF SUBCONTRACTORS**, page 20

[X] 8. **DEBARMENT AND SUSPENSION CERTIFICATION**, page 22

[X] 9. **NONLOBBYING CERTIFICATION**, page 23

[_] 10. **LOCAL PREFERENCE**, if applicable, page 24

[X] 11. **TAX LIABILITY CERTIFICATION**, page 25

[X] 12. **DISCLOSURE OF CONFLICT OF INTEREST**, page 26

[X] 13. **SIGNATURE PAGE**, page 27

[X] 14. **SAMPLE CERTIFICATION**, page 29

[ ] 15. **SAMPLE SERVICE CONTRACT**, page 30

[X] 16. **ADDENDA -** Signature page of all Addenda issued

[X] 17. **OTHER REQUIRED DOCUMENTS:**

a.) Key Personnel Resumes

1. Cover Letter



FEBRUARY 27, 2026

Tamra Torrence
Senior Procurement Specialist
City of Fresno
2223 G Street
Fresno, CA 93706
purchasing@fresno.gov

Re: Request for Proposals for Contractor Services for Transit Design Guidelines - RFP No. 12600774

Dear Members of the Selection Committee:

Alta Planning + Design, Inc. (Alta) is pleased to submit our proposal to provide Professional Services for the Development of the Transit Design Guidelines and Toolkit for The City of Fresno Department of Transportation/ FAX (FAX). We will deliver **implementable, standard drawings and a practical toolkit that work for small bus stops through major transit centers**, and that reflect FAX's operating reality—from the **Q (Route 1) BRT corridor on Blackstone/Ventura–Kings Canyon** to neighborhood stops citywide.

Alta, partnering with **Bodewell Group** (formerly Southwest Strategies), brings proven experience delivering mobility hub projects and design guidelines in the greater Fresno area. With work in over 500 jurisdictions nationwide, Alta specializes in multimodal, context-sensitive transportation planning that integrates transit, bicycle, pedestrian, roadway, and rail needs—aligning closely with FAX priorities. Our multidisciplinary team of planners, engineers, and designers combine technical expertise and real-world implementation experience within city agencies to produce practical, buildable Transit Design Guidelines. Our approach focuses on standardizing designs, building community and stakeholder buy-in, streamlining coordination, reducing redesign, and providing clear, predictable guidance that helps FAX effectively operationalize the Transit Design Guidelines. Our approach is grounded in:

- **Experience with local context**: Our work through the FCOG Mobility Hubs Feasibility Study afforded us the opportunity to work with FAX and other regional stakeholders to understand the local context and the mobility needs with the local community. This experience, along our experience working with Central Valley communities, helps us understand the community's mobility needs.
- **Industry design leaders and Caltrans familiarity**: Alta practitioners updated content found in the NACTO *Transit Street Design Guide* into the latest *Urban Bikeway Design Guide* for on-the-ground transit stop, bike-transit interface and curbside management details. We'll right size NACTO concepts for Fresno's ROWs and operating practices. **We will align standards with City of Fresno Complete Streets Policy and Caltrans District 6 practices where state facilities interface with transit**.
- **Public Engagement Experts**: The Alta team has extensive experience engaging Central Valley communities and delivering efficient, inclusive public outreach. Building on successful work like the FCOG Mobility Hub Study, our team uses creative, hands-on methods to help residents understand complex transportation concepts. Our team is prepared to lead accessible, trustworthy engagement efforts (both in person and virtual) that effectively reach diverse and underserved communities while ensuring meaningful and efficient participation for the City.
- **Peer Review Opportunities**: The Alta team brings access to a broad bench of technical experts in multimodal transportation design and implementation, as well as analytics, right-of-way, engagement, and implementation procedures. By conducting peer reviews of one another's materials as third-party reviewers, our team can produce deliverables that incorporate diverse perspectives from multiple disciplines and regions. These technical reviewers will include engineers, designers, and planners.

- **Public Sector Experience**: The Alta team includes staff with deep roots in the public sector who understand the practical challenges of implementing transit improvements and Complete Streets. Our team has developed and delivered multimodal transportation plans and mobility guides plans across the country, including in major cities such as Nashville, Detroit, Milwaukee, and San Francisco. Alta staff also led the development of the first of its kind Transit Plan for Caltrans Bay Area (District 4). Through this work, Alta staff compiled a Complete Streets Transit Toolbox to provide information to assist local and regional transit agencies looking to build transit priority and transit access facilities. This experience equips us to engage effectively with FAX staff and stakeholders during small-group discussions and larger workshops, ensuring productive and informed conversations.

Our team will be led by **Mauricio Hernandez**, bringing over 17 years of multimodal transportation planning and design experience and a strong track record managing complex projects, including the Caltrans Bay Area Transit Plan and FCOG Mobility Hub Study. I, **Sam Corbett,** will serve as Principal-in-Charge, providing quality control and best-practice guidance grounded in Complete Streets planning and implementation. Supported by a multidisciplinary team, the Alta team is well positioned to continue its collaboration with the City to deliver a streamlined, scalable approach to developing Transit Design Guidelines. The team looks forward to continuing its support of FAX and the City of Fresno.

For any questions about this proposal or our qualifications, please contact me by phone at (**720) 743-2410** or by email at **samcorbett@altago.com**. We appreciate your consideration and look forward to hearing from you.

Sincerely,



Sam Corbett
Principal-In-Charge
Alta Planning + Design, Inc.



Brett Hondorp, AICP
President, CEO *(Authorized to Bind)*
Alta Planning + Design, Inc.

2. Business License Information

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

BUSINESS LOCATION AND LICENSE

BUSINESS LOCATION

☒ The undersigned Proposer does not maintain a place of business in the City of Fresno.

☐ The undersigned Proposer maintains a place of business in the City of Fresno at: , Fresno, CA .

BUSINESS LICENSE

☐ The undersigned Proposer has a current City of Fresno Business License and the number is .

3. Cost Proposal

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name: Alta Planning + Design, Inc.
(Submit with Proposal)

COST PROPOSAL

Having carefully examined the Request for Proposals, attachments and related documents, the undersigned proposes and agrees to provide to the City of Fresno, in accordance with the Specifications annexed hereto and made a part thereof, the services at the following rates:

Task #	Task Description	Costs
1	Project Development	$ 49,861
2	Development of Draft Transit Design Guidelines and Toolkit	$ 123,260
3	Outreach and Engagement	$ 113,330
4	Final Documentation Development	$ 113,480
	TOTAL COSTS	$ 399,931

Note: The proposer's cost proposal will be a lump sum, firm fixed amount which shall include all labor, materials, taxes, fees, and any and all other expenses. The cost is not subject to any adjustment on the basis of the proposer's cost experience in performing the contract.

The City will pay for only those items which it actually delivered or received during the term of the Contract.

The City reserves the right to reject any and all proposals at its sole discretion.

4. Proposer Qualification Questionnaire

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name: Alta Planning + Design, Inc.
(Submit with Proposal)

PROPOSER QUALIFICATION QUESTIONNAIRE

The undersigned Proposer submits the following information in accordance with the proposal Specifications:
(Use additional sheets as needed.)

1. a. Business Name (If using more than one business name, please list all names.):

   Alta Planning + Design, Inc.
   Raimi + Associates, an Alta Company

   b. Address: 101 SW Main Street, Suite 2000, Portland, OR 97204

   Is your firm operating as a franchisee? Yes ☐ or No ☒

   If yes, list the franchiser, and number of years your business has been franchised:

2. Provide the names, titles, qualifications, years of experience, and years with your firm, for all key personnel in authority in your business, including the key personnel that will be involved in this project, and the extent to which they will be involved in the performance of this Contract.

   See page 9-12

3. How many years has your business been established? 30 years

   How many years has your business been under your present name? 25 years

   How many years under former names? (List names and number of years)

   Alta Transportation Consultants, 5 years (1996-2001)

4. How many years has your business been providing services? 30 years

567689v1

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

PROPOSER QUALIFICATION QUESTIONNAIRE (Continued)

5. What other types of services does your business provide?

Transportation Planning, Civil Engineering, Transportation Engineering, Landscape Architecture, Urban Planning, Transportation Demand Management, Public Engagement, Safe Routes to School

6. Do you have any affiliated companies? (If parent company, list subsidiaries and divisions. If subsidiary or division, name parent company, its principals, and their addresses):

See page 13

7. Have there been any contract terminations for the services your firm performed before the fulfillment of the contract within the past three years? Yes ☐ or No ☒
   a. If so, list the date, client, and reason for termination below:

8. How much experience does your staff have with NACTO standards?

See page 14-15

9. Outline your support services including establishing direct lines of communication between City staff and your project leads.

See page 16

10. Provide past examples of corrective measures supplied for failure to meet minimum standards.

See page 16

11. Explain how your company ensures full compliance with all required regulations.

See page 17

12. Describe your company's approach to ensuring quality and comprehensive products and services.

See page 17

Proposer's Name Alta Planning + Design, Inc.

(Submit with Proposal)

PROPOSER QUALIFICATION QUESTIONNAIRE (Continued)

13. Submit a comprehensive plan for addressing the requirements listed in the Scope of Work.

See page 18-27

14. Provide an organization chart, indicating full-time personnel, job titles, locations, and whether each individual works out of an office or is in the field.

See page 28-29

15. How does your company stay up to date with the latest industry trends and developments?

See page 30

16. What differentiates your service from competitors, which attribute is most advantageous for FAX?

See page 31-42

17. What is your company's typical response times for resolutions to critical issues?

See page 43

18. Has your agency received any awards recognition, or commendations for past performance? Please share details.

See page 43-44

Question 2.

Provide the names, titles, qualifications, years of experience, and years with your firm, for all key personnel in authority in your business, including the key personnel that will be involved in this project, and the extent to which they will be involved in the performance of this Contract.

The Alta Team

Alta provides proven project management and balanced technical expertise with an exceptional record of successfully delivering first-of-their-kind projects related to sustainable mobility and accessibility.

Our team will be **collaborative and flexible**, providing the leadership needed to build consensus among stakeholders, establish evaluation criteria, collect and review data and best practices, develop the transit strategies toolbox, and successfully complete the final design guidelines.

Our team **has established relationships** with key project stakeholders in Fresno through our work on the FCOG Mobility Hubs Feasibility Study. This team understands not only the mobility needs within the local community, but also how to deliver innovative transportation projects involving familiar agencies and stakeholders.

We bring **innovative and equity-focused bicultural and bilingual staff.** Through our straightforward communication style and bilingual staff, we are able to produce outreach strategies and successful designs and plans that meet the needs of the community. We are proud that our bicultural staff are experts at listening to the public, conveying technical issues in a clear manner, offering distinct choices and options to the public, and explaining trade-offs. We make contact with the community early and build confidence by addressing specific issues with a documented approach. Our outreach process is inclusive, interactive, iterative, and productive.

Core Team Roles and Qualifications

The Alta team will leverage our personal experiences, technical knowledge, lessons learned, and community and jurisdictional relationships to develop and implement a positive and productive community-based process for the development of Transit Design Guidelines and Toolkit for FAX.

Our team will successfully deliver this project for you within the planned schedule. We will accomplish this through a proven approach to project management that has delivered excellent results for our clients. We collaboratively define the project objectives, develop a plan to achieve those objectives, and then execute that plan. Execution is achieved through a deep bench of technical resources guided by a strong management team, consisting of project and task managers with a wide range of experience. The entire team will be focused on providing FAX with the dedicated and responsive service needed to successfully complete the Guidelines and Toolkit on schedule and on budget.

Based on our experience in providing similar design guidance documents, we have structured our project team organization to reflect the actual reporting structure and communications process that has accounted for our past project successes.

Our Core Team, which includes our Principal-in-Charge, Project Manager, Assistant Project Manager, and Project Advisors, is the backbone and strength of our team and is comprised of knowledgeable experts. **An overview of the responsibilities and interfaces of our Project Manager and other staff are summarized in the Key Personnel table on the following pages.**

People are what makes projects successful. *The best opportunity for success is achieved by providing the right staff who apply best practices, have local knowledge, and who can leverage their experience delivering equally complex projects.*

Question 2. (Continued)

Mauricio Hernández, Alta

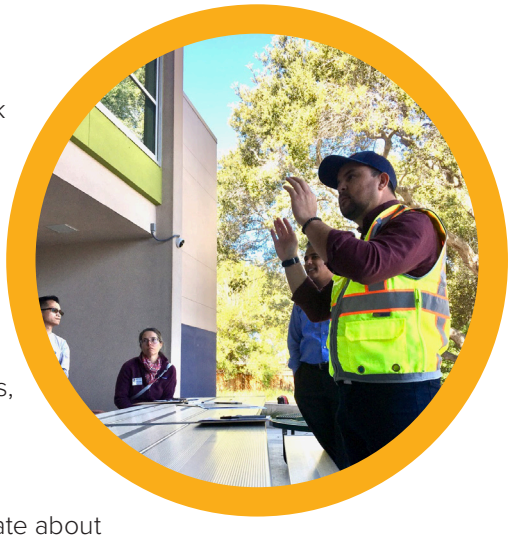
Project Manager

Alta's Project Manager, Mauricio Hernández, brings over 17 years of experience managing projects that help communities design and implement innovative mobility solutions, including transit/bicycle integration policy, sustainable transportation network development, and transportation demand management approaches. He excels at handling project details, leading multi-disciplinary teams, and developing innovative planning and public engagement strategies. Mauricio will be the **main point-of-contact** and will collaborate closely with the FAX Project Manager to meet the project's needs in a timely and efficient manner.

Since Mauricio began his planning career, he has had the opportunity to contribute to and lead many innovative and complex transportation infrastructure projects across the country. His experience spans the public and private sectors, including positions with the District of Columbia Department of Transportation, where he helped implement one of the country's first micromobility programs (Capital Bikeshare) and expand transit operations of DC's Circulator Bus and DC Streetcar, as well as with the City of Fort Lauderdale, Florida, where he helped coordinate mobility efforts with a focus on transit and micromobility expansion in Broward County. His "behind-the-counter" perspective gained from implementing transportation projects for public entities informs his project management approach.

Mauricio has worked with varied California communities to address mobility issues in areas with diverse needs and populations, including leading countywide mobility plans for Sacramento and Santa Clara Counties, bringing "Quick Build" transit access and plaza design to the Fruitvale neighborhood in Oakland, and working with Caltrans Bay Area developing a Transit Master Plan to improve transit service and improve access to and integration between transit modes.

Originally from Bogotá, Colombia, he strives to incorporate bilingual public involvement strategies and social justice elements to the transportation planning process. Over the course of his career, Mauricio has engaged with numerous stakeholders to achieve consensus. His work regularly involves collaboration with a range of elected officials, governmental agencies, community advocates, residents, employers, and community-based organizations. He is particularly passionate about engaging members of the public, and reaching people who may not have been traditionally engaged in the public planning processes in the past. His approach is centered on innovative and equity-focused engagement methods that leverage his bicultural and bilingual (English/Spanish) skillset.



Key Responsibilities

As Project Manager, Mauricio will be responsible for the following key functions:

- Monitor quality of team performance, manage the availability of technical resources, and resolve project issues
- Create opportunity to bring added value to the project, including time and cost-savings, report project schedule and progress to FAX
- Coordinate with project staff to maintain consistency, quality and uniformity of work, and regularly oversee the work of task leaders
- Attend and facilitate stakeholder working group meetings and project coordination meetings
- Participate in community outreach events
- Resolve internal/external conflicts in a timely manner

Question 2. (Continued)

KEY PERSONNEL

Alta will serve as the prime consultant for this project. **Bodewell Group** (formerly Southwest Strategies) will serve as a public outreach subconsultant and will support Alta throughout the project.

Key team members are described in the table below. Full resumes for all staff can be found in **Section 17** starting on **page 69.**

STAFF NAME AND TITLE	QUALIFICATIONS AND PROJECT EXPERIENCE
 **Sam Corbett** Principal-in-Charge *Extent of Involvement: 10%* *Years of Experience: 28* *Years at Alta: 10* **Alta**	**Sam specializes in transit planning, transportation demand management, transportation system improvements, multimodal planning, bicycle and pedestrian planning and design, traffic calming and grant funding. Sam's role will be overall project oversight and quality control. He will lead our team in bringing their best ideas forward and oversee quality of performance and availability of resources for all tasks.** • Caltrans Bay Area (District 4) Transit Plan, CA • Sacramento State University TDM Plan, CA • Los Angeles BSS Canoga Park Urban Cooling Strategies, CA • Mountain View Comprehensive Modal Plan, CA
 **Mauricio Hernández** Project Manager *Extent of Involvement: 35%* *Years of Experience: 17* *Years at Alta: 6* **Alta**	**Mauricio has worked across California to address mobility issues in areas with diverse needs and populations. He's worked with regional transit and mobility departments including Fresno Council of Governments and Caltrans Bay Area, working on the first of their kind Mobility Hub studies, Transit Plans and Regional Bike Highway Feasibility Studies. He's led countywide mobility plans for Sacramento and Santa Clara Counties, bringing "Quick Build" transit access and plaza design to the Fruitvale neighborhood in Oakland, and continues to work with Central Valley communities on improving access and safety for people walking and biking. Mauricio's role will be to manage all aspects of the project, oversee and coordinate the efforts of the team.** • Caltrans Bay Area (District 4) Transit Plan, CA • Fresno Council of Governments Mobility Hub Feasibility Study, CA • Santa Clara County Active Transportation Plan, CA
 **Derek Abe** Design Advisor *Extent of Involvement: 20%* *Years of Experience: 17* *Years at Alta: 14* **Alta**	**As a national expert in active transportation facility design, Derek elevates deep technical knowledge of facility design standards and guidelines. He served as principal author to the most recent NACTO *Urban Bikeway Design Guide* that includes the latest bikeway network design principles, contextualizing bikeways in relation to transit, pedestrians, and other micromobility devices, and safe intersection design approach and tools for jurisdictions to support their communities safe, active transportation needs. Derek will advise on design and technical elements during the duration of the project, working closely with the project team. He will also provide QA/QC for all work.** • NACTO *Urban Bikeway Design Guide Update* • NACTO *Designing for Small Things with Wheels Working Paper* • TriMet Division Street Transit Project, Portland, OR

Question 2. (Continued)

STAFF NAME AND TITLE	QUALIFICATIONS AND PROJECT EXPERIENCE
 **Charlie Simpson** Assistant Project Manager *Extent of Involvement: 40%* *Years of Experience: 13* *Years at Alta: 7* **Alta**	**Charlie is a passionate transportation planner and advocate for safe streets that meet the needs of all ages and abilities. He continually works to ensure that equity guides his work and is energized by building relationships with communities. As Assistant Project Manager, Charlie will assist Sam and Mauricio with project management tasks and serve as the lead project planner.** • Caltrans Bay Area (District 4) Transit Plan, CA • Fresno Council of Governments Mobility Hub Feasibility Study, CA • Campbell Multimodal Transportation Plan, CA
 **Lisa Ballard, PE** Engineering Advisor *Extent of Involvement: 20%* *Years of Experience: 29* *Years at Alta: < 1* **Alta**	**Lisa is a transportation engineer who specializes in resolving complex, multi-agency design challenges, bringing competing standards, stakeholder priorities, and technical constraints into alignment so that projects can move forward. With nearly 30 years of experience spanning public agencies, consulting, and research, she bridges the gap between planning vision and engineering practice, translating policy goals into feasible, buildable solutions. Her time at the Washington State Department of Transportation and King County Metro gave her firsthand experience navigating conflicts between state DOT, national, and local agency guidance.** • King County Metro Transit Speed and Reliability Program, King County, WA* • WSDOT SR 522/523 and I-405 STRIDE Bus Rapid Transit Corridor Integration, King County, WA* • WSDOT Removing Highway Barriers to High Capacity Transit Station Access, WA*
 **Nina Napolitano** Manager of Public Affairs/ Outreach Lead *Extent of Involvement: 30%* *Years of Experience: 13* *Years at Bodewell: < 1* **Bodewell**	**As Manager of Public Affairs at Bodewell Group, Nina uses her background in public information, government relations, crisis communications, community outreach, and strategic planning to provide communication services to a variety of public and private clients in the state of California. Before joining Bodewell, Nina worked as a Senior Communications Specialist for the Virginia Department of Transportation (VDOT), where she spearheaded multiple award-winning transportation outreach and public safety campaigns** • TradePort California, Fresno, CA • Lockeford-Lodi, San Joaquin County, CA • Paso Robles Area Reinforcement Project, Paso Robles, CA • Stakeholder Engagement and Public Education Program, Fresno, CA

Question 6.

Do you have any affiliated companies? (If parent company, list subsidiaries and divisions. If subsidiary or division, name parent company, its principals, and their addresses):

Affiliated Companies

Affiliate Name	Relation to Alta	Principals	Addresses
Alta Planning + Design, Global Operations, LLC	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Planning + Design – Hong Kong, Limited	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Planning + Design – Canada, Inc.	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Planning + Design – Vietnam Company Limited	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Professional Services, LLC	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Engineering SE, PLLC	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Professional Services – Engineering, LLC	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Alta Landscape Architecture SE, PLLC	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
H + Z Engineering + Landscape Architecture, D.P.C.	Subsidiary	Brett Hondorp	101 SW Main Street, Suite 2000, Portland, OR 97204
Trilon Group, LLC	Holding Company	Michael Renshaw	1200 17th St., Suite 860 Denver, CO 80202
Trilon Transportation C-Corp Holdings, Inc	Parent Company	Michael Renshaw	1200 17th St., Suite 860 Denver, CO 80202
Trilon Transportation Holdings, LLC	Parent Company	Michael Renshaw	1200 17th St., Suite 860 Denver, CO 80202
Waggoner Engineering, Inc.	Sister Company	Emad Al-Turk	143-A LeFleurs Square Jackson, MS 39211
ESI Consultants, Ltd	Sister Company	Joe Chiczewski	100 S. 4th Street, Suite 550, St. Louis, MO 63102
DRMP Inc	Sister Company	Larry Smith	941 Lake Baldwin Lane, Orlando, FL
Ramey Kemp & Associates, Inc.	Sister Company	Montell Irvin	941 Lake Baldwin Lane, Orlando, FL
The Mannik & Smith Group, Inc	Sister Company	Dean Niese	1800 Indian Wood Circle Maumee, Ohio 43537
CPH. Inc	Sister Company	Peter-John Sutch	500 W Fulton Street, Sanford, Florida 32771
Fehr Graham	Sister Company	Mick Gronewold	101 West Stephenson Street Freeport, IL 61032
Gonzalez Companies	Sister Company	Carlos Huddleston	100 S. 4th Street, Suite 550, St. Louis, MO 63102
Wilson Engineers	Sister Company	Phil Noonan	1620 W Fountainhead Pkwy Suite 501, Tempe, AZ 85282
Sigma Consulting Group	Sister Company		143-A LeFleurs Square Jackson, MS 39211
Consulting & Muncipal Engineers (CME)	Sister Company	Andy Paluri	3141 Bordentown Ave Parlin, NJ 08859
HMB Professional Engineers, Inc.	Sister Company	Rob Dowler	3 HMB Circle Frankfort, KY 40601
Horrocks	Sister Company	Bryan Foote	2162 West Grove Pkwy., Ste. 100 Pleasant Grove, UT 84062
Fuss & O'Neil	Sister Company	Kevin Grigg	One Financial Plaza, 15th Floor Hartford, CT 06103
RDA	Sister Company		11100 Endeavor Court, Suite 200 Manassas, VA 20109

Question 8.

How much experience does your staff have with NACTO standards?

National Best Practices and Guidance

Our Alta staff have deep experience with NACTO standards, with many of our staff being key contributors to the development of NACTO standards. Alta has conducted national studies for the US Department of Transportation and FHWA. We have developed many of the guidance used today for multimodal transportation.

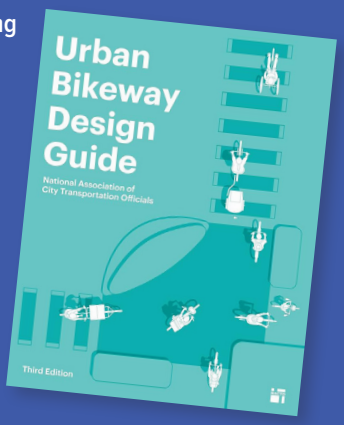
Alta is dedicated to fostering and prototyping innovative mobility concepts to advance sustainable, equitable, safe, and connected transportation.

REPRESENTATIVE PROJECTS

- NACTO *Shared Micromobility Permitting, Process, and Participation*
- NACTO *Urban Bikeway Design Guide*
- NACTO *Don't Give Up at the Intersection*
- Transit Center *Measures for Success: New Tools for Shaping Transportation Behavior Report*
- FHWA *Measuring Multimodal Connectivity*
- FHWA *Noteworthy Local Policies That Support Safe and Complete Pedestrian and Bicycle Networks*
- FHWA *Small Town and Rural Multimodal Networks Guide*

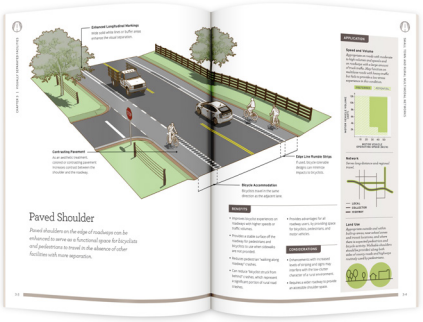
PROJECT SPOTLIGHT:
NACTO Urban Bikeway Design Guide Update and Trainings

Since 2010, Alta has worked with the National Association of City Transportation Officials (NACTO) to develop the *Urban Bikeway Design Guide*, an interactive document providing state-of-the-practice solutions for on-street bikeway treatments based on national and international practices, policies, and programs.

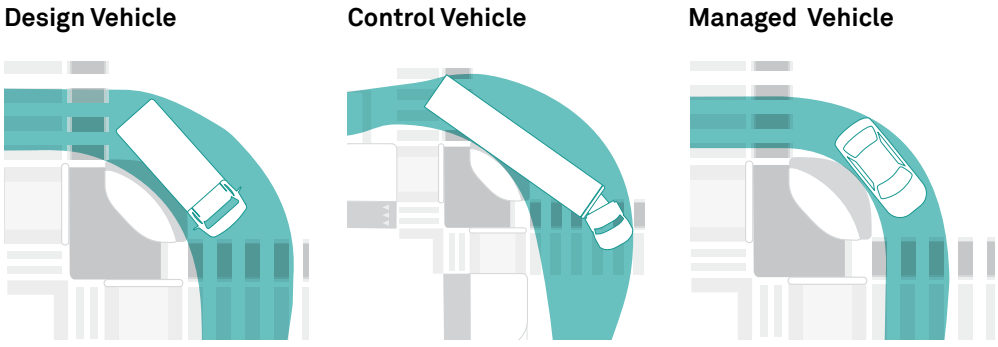


In 2024, Alta assisted NACTO with creating the next generation of bikeway design guidance, providing content for several sections of the recently published 3rd edition of the NACTO *Urban Bikeway Design Guide*. **Derek Abe, the proposed Design Advisor on our Fresno FAX team, led this effort as Project Manager.** This content includes integrating intersection guidance as well as integration with transit and many smaller sections on design details.

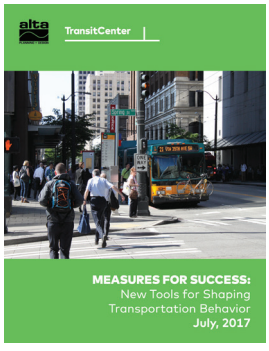
Alta has developed multiple half- and full-day Complete Streets design trainings for NACTO member cities. Alta staff have been providing NACTO trainings since 2012 as certified trainers, and have developed customized intersection design trainings as a part of every Designing Cities Conference to date. Derek instructs NACTO's Intersection Designing training for local agency staff, advocates, and the private sector from around the country.



The Small Town and Rural Multimodal Networks Guide translates existing street design guidance and facility types for vulnerable road user safety and comfort in a rural context through compelling photographs, visual illustrations, and technical diagrams.



Don't Give Up at the Intersection expands the NACTO Urban Bikeway Design Guide, adding detailed guidance on intersection design treatments that reduce vehicle-bike and vehicle-pedestrian conflicts.



Transit Center Measures for Success Report

Question 8. (Continued)

Alta's In-House NACTO Expert:



Derek Abe

NATIONAL INNOVATIVE TRANSPORTATION DESIGN LEADER

As a national expert in transportation facility design and Alta's Urban Bikeway Design leader, Derek elevates deep technical knowledge of facility design standards and guidelines. Derek worked on multiple state- and city-wide bicycle and pedestrian plans. He led Alta's contributions to the most recent NACTO *Urban Bikeway Design Guide* that includes the latest bikeway network design principles, contextualizing bikeways in relation to transit, pedestrians, and other micromobility devices, and safe intersection design approach and tools for jurisdictions to support their communities safe, active transportation needs. He is a NACTO-certified instructor and teaches bikeway and pedestrian urban planning to graduate students at Portland State University.

REGISTRATIONS

Project Management Certification, PSMJ

NACTO Instructor

PROFESSIONAL HIGHLIGHTS

Adjunct Faculty at Portland State University School of Urban Studies and Planning

Transit-Oriented Development Steering Committee Member, Oregon Metro Regional Government

Initiative for Bicycle and Pedestrian Innovation (IBPI) Fellow, Oregon Transportation Research and Education Consortium







Division Street Transit Project, Portland, OR
As Project Manager, Derek worked with TriMet to design a concept for new integrated bus rapid transit platforms that would safely accommodate pedestrians, passengers, and bicyclists. He led a precedent study of existing facility types, evaluated the issues, advantages/disadvantages, and trade-offs of the range of station typologies, and facilitated discussions with advisory groups and stakeholders to advance a final design concept. This iterative design process coincided with the 30% drawing set, and led to the construction of a full-scale mock-up and live demonstration evaluation.

"I have to say the urban design integration is so thoughtful on so many levels. The consistent green branding, the sleek form of the shelters, the subtle queues of directional / tactile wayfinding. There (are) a million details that tie together this work so wonderfully. I am so appreciative of your contributions!"

- Fiona Lyon, Design Manager, TriMet, Portland, OR

Question 9.

Outline your support services including establishing direct lines of communication between City staff and your project leads.

SUPPORT SERVICES FOR COMMUNICATION

Quality control, communication, and project value involves Project Manager and Principal-in- Charge review of every project deliverable. Additionally, our Design Advisor will provide focused QA/QC on technical elements of the guidance. Alta's Project Manager will be in regular contact with the City Project Manager to keep them apprised of progress and seek input at key decision points. Managing this project effectively will require excellent communication skills so each member involved, including the various agencies and consultant team members, has a common understanding and expectation of the project outcome. Our team is small enough to provide personalized service, and large enough to include an array of skillsets to serve multiple projects at once. Our team will help create and deliver a collaborative process between FAX staff and key project stakeholders. We take special pride in our ability to generate effective and informative collaborative relationships with our clients and project partners.

Question 10.

Provide past examples of corrective measures supplied for failure to meet minimum standards.

CORRECTIVE MEASURES FOR MINIMUM STANDARDS

Alta has addressed accessibility non-conformances across multiple transit and corridor projects, using NACTO design guidance as the baseline for best practice, local agency standards, and American with Disabilities Act (ADA)/ Public Right-of-Way Accessibility Guidelines (PROWAG) as the non-negotiable floor for compliance.

When existing conditions fall short of legal accessibility requirements, a clear remediation pathway is essential. On the Alta led Adeline Transportation Improvements Project in Berkeley, we are conducting a corridor audit to identify non-conformances in boarding area dimensions, cross-slopes, and accessible route connectivity, developing a prioritization framework to sequence improvements within available budget. On the TriMet Division FX project in Portland, Oregon, our team identified potential conflicts with accessible routes and ramp widths during the concept phase. On the Tualatin, Oregon, Moving Forward Bond program, we worked with the transit agency, TriMet, to relocate a bus stop that was too steep to conform to ADA/PROWAG standards.

In many cases, corrections surface through the design process itself rather than a standalone audit. On the South Higuera Street project in San Luis Obispo, retrofitting signals for new bike lanes also required updating ADA ramps and push buttons to current standards.

Where codified standards conflict with site constraints such as constrained sidewalk widths or right-of-way limitations affecting shelter placement or bicycle facility geometry, our team documents the underlying safety intent and works with the jurisdiction and transit agency to evaluate alternative solutions that meet or exceed that intent.

Question 11.

Explain how your company ensures full compliance with all required regulations.

REGULATORY COMPLIANCE

Alta is the leading bicycle and walking planning, programs, and design firm in the country, having planned and designed projects nationwide. Alta staff are intimately familiar with federal, state, and local regulations and standards from the FHWA to local departments of transportation. Our pedestrian improvements meet ADA and Architectural Barriers Act (ABA) standards and our bicycle facility improvements conform to both California MUTCD and the AASHTO *Guide for the Development of Bicycle Facilities* (5th Ed.).

In addition, we have been on the forefront of developing additional national level guidelines to improve pedestrian and bicycle safety. We participated in the development of the NACTO *Urban Bikeway Design Guide*, which has been endorsed by the United States Department of Transportation and addresses the limitations of the AASHTO *Guide for the Development of Bicycle Facilities*, and California MUTCD for bikeway development in urban areas.

Question 12.

Describe your company's approach to ensuring quality and comprehensive products and services.

APPROACH TO QUALITY PRODUCTS/SERVICES

Alta takes pride in producing quality plans, specifications, and cost estimates and works to see that all team members have the information necessary to produce high-quality results. We have established quality assurance policies/guidelines to implement quality, cost, and schedule control daily. We require our subconsultants to apply equivalent quality and cost control procedures on their work, and all work will be reviewed by Alta before submitting to FAX for review.

The QA/QC process will be led by the designated Principal-In-Charge for the project, whose primary role will be to see the integration of goals of the project and to verify the accuracy and consistency of project deliverables. Alta utilizes Bluebeam Revu for deliverables review which allows us to document all the review comments and see that all comments are addressed prior to submitting to our clients. By using Bluebeam Sessions for our QA/QC process, we improve efficiency during the review process, and it allows us to utilize our design experts across the company as reviewers.

Our team employs a three-tier quality control system that includes (1) an in-house editor who reviews all materials, (2) independent review by principals, and (3) in-house scheduling and management tools.

Our QA/QC process will provide both plan verification and schedule compliance. All members of the project team have the authority to identify problems, and to initiate, recommend, provide, and verify the necessary solutions.

Our quality management procedures will see that:

- Work is performed by qualified personnel
- The necessary information is documented, checked, transmitted and reviewed for completeness
- Documents will be peer-reviewed by staff for accuracy
- Products are reviewed by staff not directly involved in the project to provide a fresh perspective and insight

Question 13.

Submit a comprehensive plan for addressing the requirements listed in the Scope of Work.

Project Understanding

Alta has aligned with FAX's vision to collaboratively develop a clear, illustrated guidebook supported by standard plans and CAD exhibits, allowing FAX and its partners to confidently select, permit, and construct the appropriate stop—prioritizing cost-effectiveness, equity, and climate resilience.

Fresno's mobility planning framework consists of multiple local, state, and national plans and standards that are not fully aligned, leaving staff and developers to resolve conflicts on a case-by-case basis. The Transit Design Guide (TDG) is intended to reconcile these differences and provide clear, consistent direction to support the City's broader goals of equity, health, climate resilience, and connectivity. Fresno's unique physical conditions—such as wide arterials, extreme heat, major barriers, and limited right-of-way—further complicate implementation. The TDG should address these challenges by offering context-sensitive, multimodal guidance that improves safety, accessibility, and the overall experience for people walking, biking, and using transit.

The TDG should focus on mobility within the street environment and coordinate closely with the City's Mobility Design Guidelines to avoid duplication, particularly for passenger facility design. Given overlapping and sometimes conflicting standards, the TDG must function as a decision-support document that reconciles guidance, clarifies thresholds, and addresses constraints. It should organize recommendations by Fresno's street typologies and include an evaluation framework, performance metrics, and methods for comparing alternatives that align with the City's goals and street conditions.

Why Alta?

Alta's approach is directly aligned with Fresno's needs and the issues outlined above.

Engineering-forward, California-specific expertise: Alta's engineering team leads this effort with technical rigor and extensive support from our planning team. The team's engineering and planning capacity—distributed across the west, with Oakland as the center of technical work—positions us to resolve conflicts between Caltrans Complete Streets Guidelines, NACTO Street Design Guidelines, City of Fresno Complete Streets Policy, Fresno County Transit Oriented Infrastructure for In-Fill Development (TOD) Program Policies and Guidelines, and national guidance in a manner that is defensible to City engineers and reviewing agencies. We have extensive experience producing standards, design guides, and multimodal analysis tools for California jurisdictions, where reconciling these same conflicts is essential.

Direct experience producing this exact type of document: Alta recently produced the Culver City Complete Streets Design Guide—a comparable document that required consolidating local and national guidance, defining typology-based standards, developing cross sections and renderings, and building alignment among agencies. Our team has already navigated challenges that Fresno has identified, including the need to quantify rendering scope and develop an evaluation framework. For example, working with Caltrans Bay Area (District 4) our team comprised a Complete Streets Transit Toolbox by considering operational and spatial needs for bus transit along Caltrans right-of-way. Through this toolbox we also provided information to assist local and regional transit agencies looking to build transit priority and transit access facilities. Those lessons will translate directly into a more efficient and clearly scoped TDG process for Fresno.



Ability to engage underserved communities effectively: Our team has significant experience working with bilingual, low income, and disadvantaged communities across California. Our engagement work emphasizes coordination with trusted community partners, field-based outreach, and culturally and linguistically appropriate tools.

Placemaking opportunities: Our team recognizes that transit improvements are about much more than transportation and represent an important opportunity to create engaging context-sensitive spaces that activate the area and become activity centers in their own way. We look forward to exploring placemaking approaches with the community and stakeholders. Our experience has taught us that co-creating spaces representative of a local community that are historically and culturally sensitive to each neighborhood requires not just listening to residents but also reflecting what we hear in meaningful ways, and removing preconceived notions of what a mobility experience or a communal experience needs to be.

Transit and first/last-mile integration expertise: Alta has deep experience in multimodal transit planning, first/last mile connections, and integrating bus operations with street design. Our experience working with Caltrans District 4 planners and engineers afforded us the opportunity to understand what is possible within the statewide complete streets guidance for the development of transit facilities. Because the TDG must address transit-street interfaces and passenger facilities, Alta's background enables clean coordination without duplication.

Integrated team: Alta's in-house engineering, planning, graphic design, and technical editing teams ensure that the TDG will be technically accurate, visually consistent, and user-friendly. The draft scope calls for clearly organized content, illustrations, renderings, and a cohesive final document—roles specifically handled by Alta's in-house graphics and editing staff for complex guides across California.

Scope of Work

The anticipated scope of work for the Fresno FAX Transit Design Guide (TDG) is described below. We have proposed a set of core tasks that maximize project funds by focusing on your main priorities with a menu of enhanced optional services, should additional funding be available. The project is assumed to be completed within 18 months from Notice to Proceed (NTP). We look forward to working with you to refine this scope of work to meet your needs and stay within your allocated budget.

TASK 1 – PROJECT MANAGEMENT

1.1 Kickoff Meeting

At the project's onset, the Alta team will plan and facilitate one (1) project kick-off meeting with the Project Management Team (PMT), including the core of the working team from FAX and Alta. Recommended objectives for the kick-off meeting include: Confirm scope, schedule, and budget; review project goals and objectives; establish overall expectations, including communication channels and protocols; confirm the anticipated schedule for project management meetings, invoicing, and progress reporting; discuss outreach and engagement strategy; discuss the anticipated level of effort required for data inventory and updates. At this internal kick-off meeting, Alta will confirm the projects parameters and schedule.

1.2 Project Management Team Meetings

Throughout the duration of the project, there will be ongoing coordination between Alta and FAX's project manager, including email, phone, and written communication to keep FAX staff up-to-date on the development of the Plan. Alta will coordinate up to 6 weekly project management team (PMT) meetings for the first two (2) months of the project. Following the early stages of the project, Alta will move to monthly PMT Meetings for the remaining time of the project (total of 16). Alta will prepare agendas and meeting notes for status meetings. These meetings will allow for close communication on upcoming tasks and review of deliverables. Contractor has included up to 22 PMT virtual (i.e., video conference) meetings. NOTE: Whenever needed, Alta will involve subconsultants to join PMT meetings.

1.3 Project Management

Alta will provide monthly project status updates for the team's work that will include budget and deliverable progress. Monthly project status reports will be included with each monthly invoice. Reports will also summarize tasks completed and outline tasks to be completed over the next 30 days. Alta has access to a variety of traditional and cloud-based tools for project management, which can provide all team members with the ability to track the project schedule, view meeting minutes and key action items, and better understand critical path tasks. We will discuss the best option that aligns with the City's available technology and preferred project management tools.

1.4 Schedule Development

Alta will develop and maintain a detailed project schedule to track milestones and deliverables throughout the project lifecycle. Alta uses Wrike to manage meetings, tasks, and deliverables. Following the project kick-off meeting, the Alta project manager will develop an online, interactive schedule and Gantt chart to track all meetings and project materials and to support effective project coordination. The interactive schedule will be updated monthly and will allow FAX staff to review up-to-date progress on all active and upcoming deliverables.

Task Deliverables:

- Kick-off Meeting (up to one [1])
- Project Management Team Meetings (up to 22)
- Monthly Project Management reports and invoices
- Schedule development and maintenance

TASK 2 –DRAFT TRANSIT DESIGN GUIDELINES AND TOOLKIT

2.1. Design Guidelines

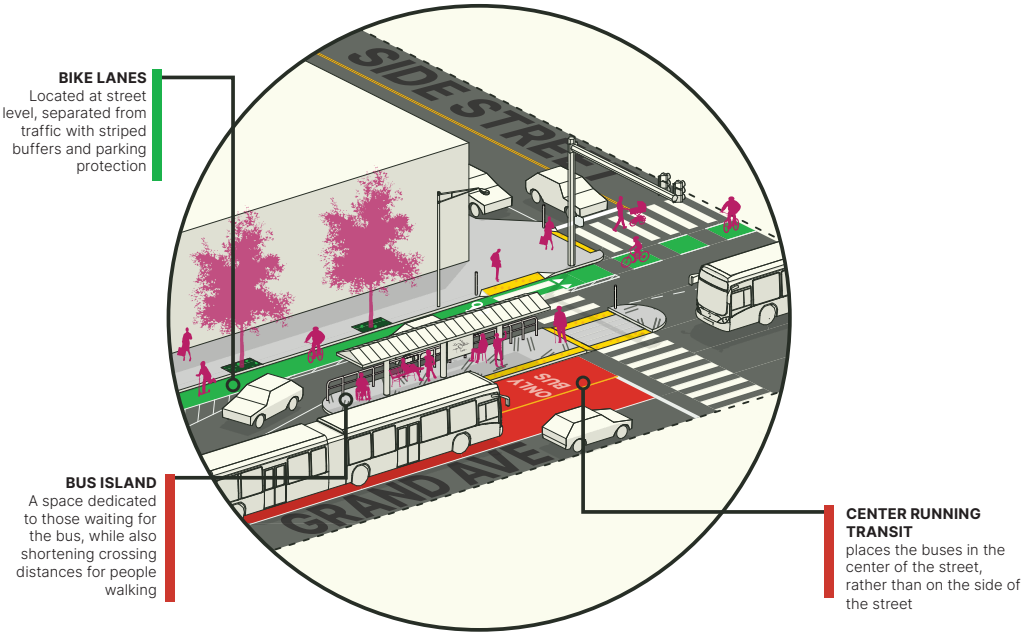
Alta will prepare a Draft Transit Guide which will include a review of recommended design standards for elements including but not limited to, standard bus stop designs, transit center designs, shading elements, and other amenities. Bus stop classification guidance (low ridership, high ridership, major transit center, etc.) will be identified based on feedback from FAX staff. Considerations will also include interactions with different modes (ex. bike infrastructure, pedestrian infrastructure) and typologies. Prior to this task, we anticipate working with FAX staff to provide direction on pertinent policy, design standards, or national guidance (NACTO, Caltrans APTA, others) to follow and adhere to.

The Design Guidelines will be classification guidance to help FAX staff, developers, and community members understand what is possible along specific stops and streets. Guidance may be identified as required or optional based on City professional judgement. Alta will develop a checklist of design elements that FAX staff can mark as required or optional for each bus stop typology. The guide will consider the following typologies:

- Conventional Bus Stop with No Bikeway Present
- Bus Stop with Bike Lane (class II) present

Alta will prepare a Draft Transit Guide which will include a review of recommended design standards for standard bus stop designs, transit center designs, shading elements, and other amenities.

Considerations will also include interactions with different modes, such as bike infrastructure and pedestrian infrastructure, as well as typologies.



Shade Treatments



Shade structures, vertical planting walls, and transit stop designs will play a role in cooling improvements along the transportation network. While trees provide the greatest measurable cooling benefits, shade structures are a great tool to use when planting trees is not possible in a particular location.

Green Infrastructure



The cooling effect of landscaping, in concert with knowledge of drought resistant plant materials, will be crucial to the nature-based solutions. Our design approach incorporates native plant communities, increases tree canopy, and integrates green stormwater infrastructure into transportation corridors.

In the Guidelines and Toolkit, Alta will emphasize innovative shading solutions tailored to Fresno's varying weather conditions, as well as greenery, landscaping, and stormwater features to improve aesthetics and environmental sustainability.

- Bus stop with bike path
- Constrained spacing bus stop
- Floating Bus Stop with Sidewalk-Grade Bikeway
- Frequent/ BRT Adjacent bus stops
- BRT Station/ shared platform (FCRTA)
- Neighborhood centers and multi bay hubs
- Bicycle parking and end of trip facilities

Alta will develop renderings of mobility designs that create accessible, safe, and sustainable transit stops for all users integrating and prioritizing community needs and context-sensitive planning and engineering. Renderings may feature design elements on their own or may feature multiple design elements as they work together, such as curb ramps and crosswalks. Renderings may include high level dimensioning for technical reference. Alta will develop up to fifteen (15) draft renderings and anticipates up to two rounds of consolidated non-conflicting comments from FAX staff. Alta will supplement these renderings with illustrations and photos of additional design elements throughout the document.

2.2. Toolkit Development

As part of this task, the Alta team will develop a toolkit which will provide details on Amenities and Elements, Weather Protection and Comfort, Greening and Aesthetic considerations, Operational Considerations and Implementation tools. These will also include recommendations for ADA features, details on shelters and seating arrangements, wayfinding features, lighting considerations and informational displays. The toolkit will be designed to allow for FAX staff, developers, and community members to understand what is possible along specific stops and streets, and what specific improvements are achievable per FAX policy, guidelines, development standards, and preferred vendors.

The following is a list of potential specifications that will be included:

- **Amenity specs**: shelters, seating, lighting, signage, real-time info, security + ADA features.
- **Weather/comfort and shade typologies**: trees, structures, canopies, roofs, wind/sun orientation, cooling add-ons (misters/power where feasible).
- **Greening**: drought tolerant palettes, tree and landscaping species, stormwater planters.

- **Maintenance**: finish durability, anti-graffiti coatings, easy-to-clean surfaces, sustainable practices
- **Implementation and Operational considerations**: pilot playbook, funding leads (e.g., state climate/CalSTA, ATP linkages), and procurement templates

Alta anticipates up to two rounds of consolidated non-conflicting comments from FAX staff. Alta will supplement these renderings with illustrations and photos of additional design elements throughout the document.

Task Deliverables:

- Draft Transit Design Guidelines and Toolkit incorporating stakeholder feedback and detailed design specifications.
- Up to two (2) rounds of comments

TASK 3 – OUTREACH AND ENGAGEMENT

As FAX considers the development of a Transit Design Guide, it will be critical to involve internal representatives, citywide stakeholders, and the general public in the process. Early and sustained involvement helps make a successful project, but drawn-out schedules can sap the interest of all but the most serious advocates.

We have developed the following detailed engagement strategy that describes proposed events and identifies the schedule and key considerations for engaging the public in this project. Our team has extensive experience working with various local and regional stakeholders and implementing large-scale engagement strategies. We will leverage that experience to achieve successful coordination and collaboration on public outreach throughout the project.

3.1. Community Engagement Plan

At the outset of the project, the Alta team will develop a Community Engagement Plan (CEP) to define the FAX's goals and objectives engagement related to the project, and outline metrics to gauge the effectiveness of communication strategies at key intervals. The CEP will also identify key stakeholders, community events and other pop-up opportunities, and a menu of outreach approaches to reduce barriers to participation and maximize engagement. The CEP will allow for an iterative process that adapts to community needs and will also inform the overall communications strategy and build directly upon outreach conducted for previous city initiatives. The CEP will prioritize engagement, targeting a diverse range of current and potential FAX riders. The details of this engagement task will be outlined in the CEP, and the level of effort of the plan will match the proposed budget for this task.

3.2. Passenger Survey

In consultation with FAX staff our team will develop a passenger survey in Qualtrics to request information about mobility needs and opportunities from passengers and regular users of transit. The survey will be designed to solicit input and help educate stakeholders and the public about transit design standards and their importance. The survey may also include a section where respondents are presented with example images or renderings of mobility facilities, amenities, signage, and safety features. Results from the survey will help inform the final design standards. We will have printed copies of the survey available at in-person events for those with limited internet access.

3.3. Focus Groups

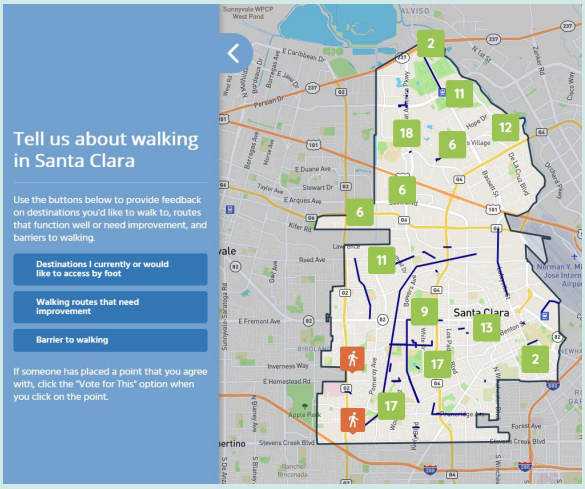
Alta will facilitate up to five (5) 2-hour focus groups with representative FAX riders to gather qualitative feedback and preferences for transit mobility facilities, amenities and safety features. These focus groups will allow the Alta team to gather additional complementary information to the passenger survey. Feedback gathered will be used to inform the updated design guidelines for transit services.

3.4. Pop-Up Activities (up to 10)

People live increasingly busy lives, and fewer people today have the opportunity to attend conventional public meetings. To make it easier for people to learn and provide input, we will bring the project to the public. The Alta team will facilitate up to ten (10) pop-up activities where there is a high concentration of transit riders throughout the duration of the project. If people are uncomfortable speaking with staff, information will be posted to direct people to engage online. These activities will be held in different parts of the City of Fresno so that a wide range of residents, commuters, and visitors have an opportunity to engage with the project. By focusing on establishing a presence at planned community gatherings, transit facilities or other prominent locations, the Alta team will leverage attendance of large-scale events to generate broad-based engagement and interest in the project. Events will be strategically selected to connect with transit users of all ages and abilities. This may include students, seniors, people with disabilities, immigrant communities and low-income residents. Events that draw residents of disadvantaged neighborhoods will be a particular focus, requiring coordination with local community-based organizations to circulate event notifications.

Question 13. (Continued)

Alta's Public and Stakeholder Engagement Approach







Our team of professionals are experts at listening to the public, conveying technical issues in a clear manner, offering distinct choices and options to the public, and explaining trade-offs. We use a variety of innovative techniques, ranging from online surveys, the use of photo-simulation, field reviews, GIS mapping, and interactive public workshops—led virtually or in-person. We make contact with the community early and build confidence by addressing specific issues with a documented approach. Our engagement approach will focus on the following objectives:

- **Leveraging relationships** and the team's existing community connections to engage the public.
- **Creating excitement** around the project through consistent and agile media engagement on both traditional and digital platforms.
- **Communicating in clear and simple language** that is accessible to all levels of proficiency and easily translatable to other languages.
- **Prioritizing transportation equity** for vulnerable populations including the young or the elderly, those with physical disabilities, or with social constructs such as race, ethnicity, poverty, or people who speak different languages.
- **Keeping stakeholders informed** throughout the process and creating a feedback loop so they can clearly identify where and how their input was used.
- **Developing a vision** that is founded in community input and transparent decision-making.
- **Setting the groundwork for implementation** by strengthening connections between the City and stakeholders.



The proposed budget for this task includes up to ten (10) two-hour events for up to one (1) Alta team staff and travel time. It is anticipated that staff will use collateral materials developed during other tasks for these pop-up meetings.

3.5. Fresno State Students Charrettes

Just as we did with the FCOG Mobility Hub study, the Alta team will work with FAX Staff to host up to two (2) virtual design charrettes with Fresno State students to help develop innovative shade solutions for bus stops. During these meetings, Alta staff will facilitate discussion about opportunities and needs, and will use Miro Boards to generate ideas on what features to include and the designs to focus on. The proposed budget for this task includes up to two (2) two hour virtual events for up to two Alta team staff. Alta's working relationship with Fresno State will allow us to hit the ball rolling for these charrettes.

3.6. Summary of Engagement

At the conclusion of engagement activities, Alta will develop a memo documenting all activities and findings. We anticipate developing a draft memo and will address one set of consolidated non-contradictory comments on the memo.

Task Deliverables:

- Draft and Final Stakeholder and Community Engagement Plan
- Draft and Final Passenger survey language
- Administration of survey and summary of outcomes
- Focus Groups (up to five 2-hour) and summary
- Popup activities (up to ten 2-hour)
- Stakeholder engagement meetings (up to five 1-hour virtual meetings)
- Summary of Engagement Memo

TASK 4 – FINAL DOCUMENTATION DEVELOPMENT

4.1. Incorporation of Feedback

Using the technical materials and graphics developed in Task 2, engagement feedback collected in Task 3, and the graphics developed in Task 4, Alta will develop a draft Transit Design Guide in InDesign/PDF format. We propose organizing the TDG closely with the facility types and transit elements. The resulting guide should be an easy-to-use, practitioner-focused reference for FAX and City staff, developers, engineers, and community members.

Chapter 1: Introduction — Guiding Principles, How to Use This Document, Policy Context

Chapter 2: Existing Guidance and Standards — Summary of current national and state guidance on transit facility development

Chapter 3: Considerations — will include description of transit bus and operating needs, service types and expected levels of service, turning transit vehicle considerations, vertical deflection and dedicated transit lanes among others. A focus will be on transit passenger, pedestrian, and bike user experience.

Chapter 3: Design Elements & Technical Standards — will serve as a practitioner focused catalog of transit design elements across Fresno's right-of-way. For each element, the TDG will define required and recommended standards, illustrated through clear diagrams and supported by technical references. Content will include guidance for bus stop spacing, future ridership, lighting, bus stop design and bus stop typologies.

Design elements will be paired with high level illustrations demonstrating typical layouts, dimensions, and operational considerations.

Chapter 4: Implementation — will describe the process for FAX and project partners to reconcile design choices in a limited right-of-way. While the specific process will be shaped collaboratively during the project, the implementation framework will generally begin by establishing clear and measurable goals for a project. It will incorporate community and stakeholder engagement, technical analysis, and evaluation of trade-offs.

4.2. Document Finalization

Building on feedback received from the Draft Transit Design Guidelines and feedback collected during engagement, the Alta team will prepare the final TDG which will include details on general considerations, bus stop siting, bus stop design and typologies as well as maintenance considerations and amenities. Alta anticipates working with FAX staff to develop a review and approval process for final standards by internal and external stakeholders including FAX Departments, FCRTA, FCOG and others. Alta anticipates addressing up to two (2) rounds of consolidated non-conflicting comments from stakeholders.

Question 13. (Continued)

All materials developed as part of the Design Guide document will be prepared and reviewed for compliance with the Americans with Disabilities Act (ADA) and the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA, consistent with the U.S. Department of Justice's new rule on the accessibility of web content and mobile applications provided by state and local governments. For jurisdictions serving populations of 50,000 or more, such as Fresno, compliance with the rule's requirements is required by April 26, 2027.

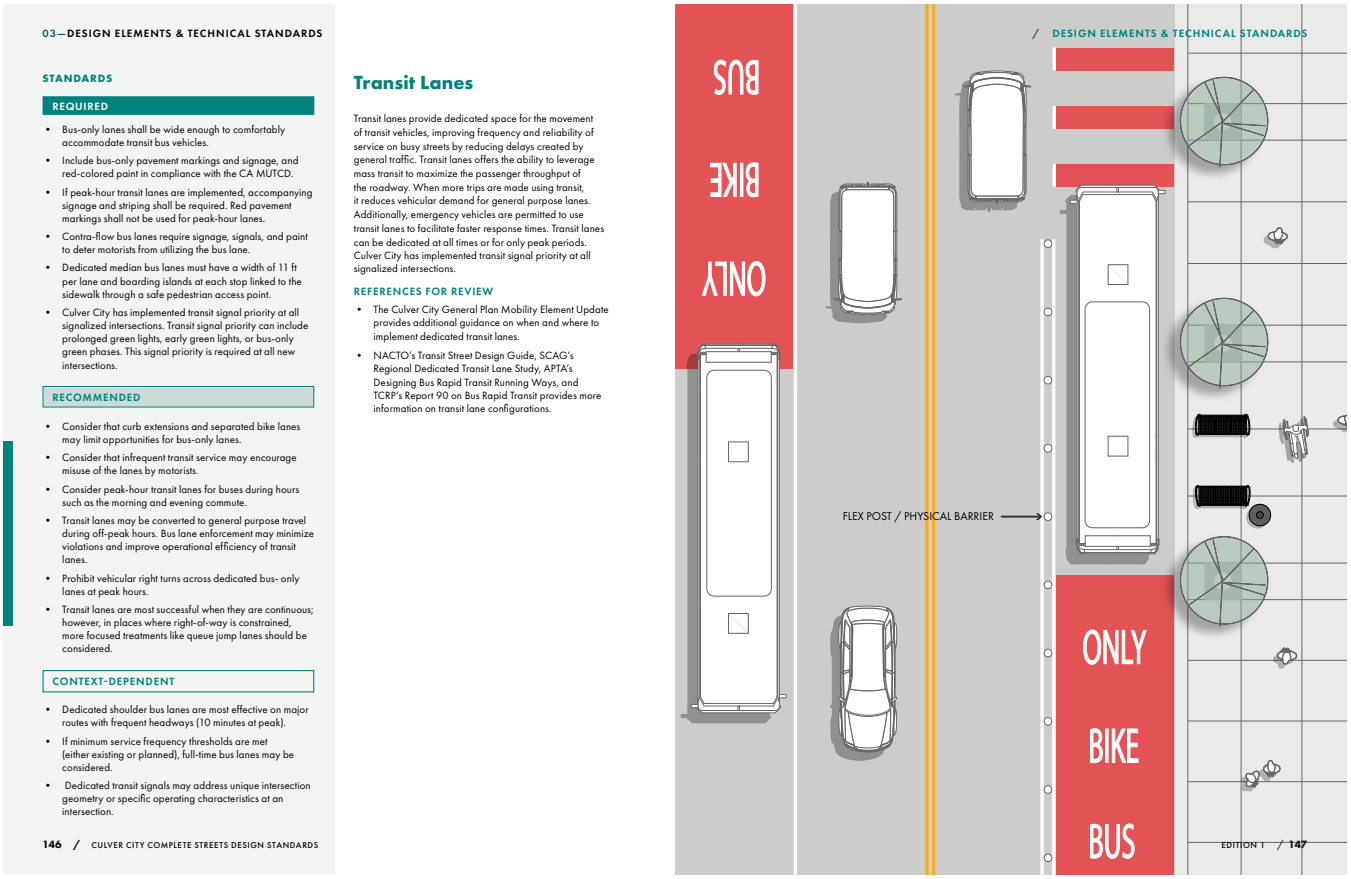
For visually complex content where full remediation of color contrast failures is not feasible, Alta will provide linked written summaries highlighting key themes, findings, and takeaways. These summaries will supplement alt text developed for each image to support equivalent access to the information.

Following one (1) round of consolidated, non-conflicting feedback on an initial Draft Design Guide, Alta will develop a Final Draft Design Guide document for City review. FAX staff comments on this Final Draft will be incorporated as necessary. This version of the Design Guide will be presented to City Council for approval.

Final materials will be provided to FAX staff in a PDF and editable InDesign file.

Task Deliverables:

- Final Transit Design Guidelines and Toolkit document in PDF format (FAX ownership).
- Detailed documentation of review cycles and approval processes.
- Standard drawing sets for bus stops and transit centers, including architectural details, dimensions, materials specifications, and recommended amenities.
- CAD files for all standard drawings issued. Files shall be clearly identified as what design they are for.



03—DESIGN ELEMENTS & TECHNICAL STANDARDS

STANDARDS

REQUIRED

- Bus-only lanes shall be wide enough to comfortably accommodate transit bus vehicles.
- Include bus-only pavement markings and signage, and red-colored paint in compliance with the CA MUTCD.
- If peak-hour transit lanes are implemented, accompanying signage and striping shall be required. Red pavement markings shall not be used for peak-hour lanes.
- Contra-flow bus lanes require signage, signals, and paint to deter motorists from utilizing the bus lane.
- Dedicated median bus lanes must have a width of 11 ft per lane and boarding islands at each stop linked to the sidewalk through a safe pedestrian access point.
- Culver City has implemented transit signal priority at all signalized intersections. Transit signal priority can include prolonged green lights, early green lights, or bus-only green phases. This signal priority is required at all new intersections.

RECOMMENDED

- Consider that curb extensions and separated bike lanes may limit opportunities for bus-only lanes.
- Consider that infrequent transit service may encourage misuse of the lanes by motorists.
- Consider peak-hour transit lanes for buses during hours such as the morning and evening commute.
- Transit lanes may be converted to general purpose travel during off-peak hours. Bus lane enforcement may minimize violations and improve operational efficiency of transit lanes.
- Prohibit vehicular right turns across dedicated bus- only lanes at peak hours.
- Transit lanes are most successful when they are continuous; however, in places where right-of-way is constrained, more focused treatments like queue jump lanes should be considered.

CONTEXT-DEPENDENT

- Dedicated shoulder bus lanes are most effective on major routes with frequent headways (10 minutes at peak).
- If minimum service frequency thresholds are met (either existing or planned), full-time bus lanes may be considered.
- Dedicated transit signals may address unique intersection geometry or specific operating characteristics at an intersection.

146 / CULVER CITY COMPLETE STREETS DESIGN STANDARDS

Transit Lanes

Transit lanes provide dedicated space for the movement of transit vehicles, improving frequency and reliability of service on busy streets by reducing delays created by general traffic. Transit lanes offers the ability to leverage mass transit to maximize the passenger throughput of the roadway. When more trips are made using transit, it reduces vehicular demand for general purpose lanes. Additionally, emergency vehicles are permitted to use transit lanes to facilitate faster response times. Transit lanes can be dedicated at all times or for only peak periods. Culver City has implemented transit signal priority at all signalized intersections.

REFERENCES FOR REVIEW

- The Culver City General Plan Mobility Element Update provides additional guidance on when and where to implement dedicated transit lanes.
- NACTO's Transit Street Design Guide, SCAG's Regional Dedicated Transit Lane Study, APTA's Designing Bus Rapid Transit Running Ways, and TCRP's Report 90 on Bus Rapid Transit provides more information on transit lane configurations.

For the Culver City Complete Streets Design Standards, Alta developed Design Guide graphics help to illustrate the benefits of design elements and provide implementation guidance to City staff and developers.

OPTIONAL TASKS:

Peer Transit Agency Interviews

With FAX input and approval, we will also conduct up to three (3) 1-hour virtual interviews with peer transit agencies to understand what is working with their Design Guidelines and what else they wish they would have included. Peer agencies may include Culver City, Los Angeles, Tacoma, or San Jose. Final agency selection will be determined through discussions with City staff. Results from these interviews will be included in a peer transit agency interview memo and will be used to help guide engagement and design guide document structure.

Task Deliverables:

- Peer Transit Agency Interviews Memo

Council Presentation of Transit Guidelines

Alta will support FAX staff in presenting the Design Guide to the City Council. These meetings will provide a final opportunity for review and comment by the public and other interested committees or parties prior to Council approval. Alta assumes that our Project Manager will attend up to one (1) City Council meeting.

Alta will assist FAX staff with creating the meeting agenda. We will prepare a PowerPoint slide deck for FAX staff presentation.

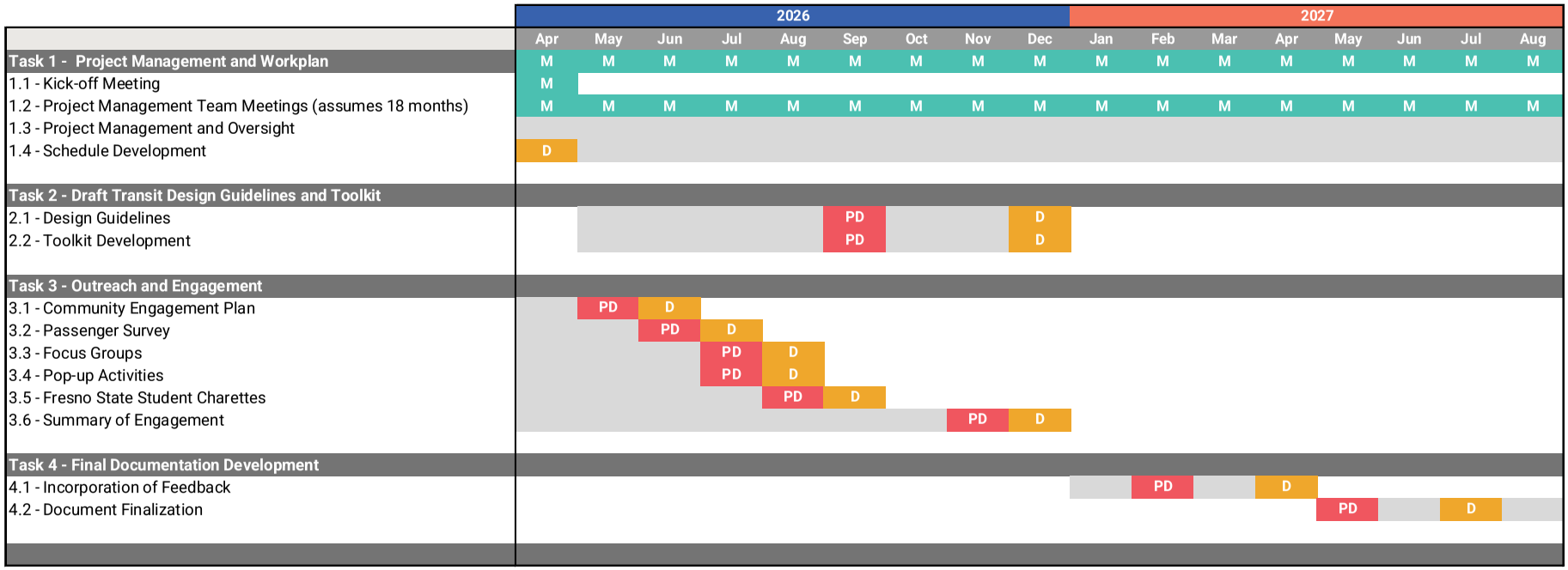
Task Deliverables:

- Development of Presentation (PowerPoint format)
- Attendance at City Council meeting (up to 5 hours for 1 Alta staff)



The final document will use sophisticated design and clear visual communication to engage the project's key audiences.

Project Schedule



Question 14.

Provide an organization chart, indicating full-time personnel, job titles, locations, and whether each individual works out of an office or is in the field.

Organization Chart

Alta has assembled a team that blends unparalleled expertise in transit-supportive infrastructure planning and design for transportation agencies. This is combined with our local knowledge of Fresno policies, procedures, and opportunities on local streets from our work with Fresno COG.

Alta will serve as the prime consultant and bring multimodal and transit access innovation across all phases of the project. Alta's key personnel excel in project management, engagement, data science, program development, transit access planning and design, and project implementation.

Bodewell Group will support Alta with public outreach. They have worked with agencies and communities across the country to provide advisory services and a full suite of integrated communications, from strategic planning, to public affairs, community outreach, public relations, digital marketing and creative development.



Question 14. (Continued)

Full-time Personnel

	TEAM MEMBER / TITLE	OFFICE LOCATION	IN-OFFICE OR FIELD WORK
ALTA	**Sam Corbett** Principal-In-Charge	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Mauricio Hernández** Project Manager	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Charlie Simpson** Assistant Project Manager	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Derek Abe** Design Advisor	101 SW Main Street, Suite 2000, Portland, OR 97204	In-office
ALTA	**Lisa Ballard, PE** Engineering Advisor	2101 4th Ave Suite 340, Seattle, WA 98121	In-office
ALTA	**Chloe Ward, PE** Senior Engineer	1543 Champa Street, Suite 201, Denver, CO 80202	In-office
ALTA	**Jesús Contreras** Outreach Lead	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Devan Gelle, LCI** Planning Lead	617 W. 7th Street, Suite 1103, Los Angeles, CA 90017	In-office
ALTA	**Petra Reyes** Planner	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Migi Lee** Transit Planner	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Terri O'Connor, AICP** Curbside Management Lead	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Maggie White, PE** Engineer	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
ALTA	**Amanda Zucker, PE** Engineer	304 12th Street, Suite 2A, Oakland, CA 94607	In-office
BODEWELL	**Nina Napolitano** Manager of Public Affairs	265 E. River Park Circle STE 250 Fresno, CA 93720	In-office
BODEWELL	**Jordan Baez** Account Coordinator	265 E. River Park Circle STE 250 Fresno, CA 93720	In-office

Question 15.

How does your company stay up to date with the latest industry trends and developments?

We are continually investigating, testing, and exploring outcomes-oriented research on safety and function. Alta's design staff are rigorously trained in technical guidance for people-focused street design.

We are actively advancing the transportation field through our national research work, our teaching positions at universities, such as the Institute for Bicycle and Pedestrian Innovation at Portland State University, and our leadership and membership roles in organizations like the Transportation Research Board, Association of Pedestrian and Bicycle Professionals, and Institution of Transportation Engineers.

We do not wait to catch up to the transportation industry trends and developments—we create them ourselves.

White Papers

We have established a growing database of research and best practices concerning the challenges, benefits, and lessons learned from projects and programs that have been implemented in North America and beyond.

Webinars

Alta staff regularly lead seminars on a wide variety of research and educational topics. Alta's Innovation Webinar Series is one ongoing effort to share our collective experience in creating active, healthy communities.

Resources

We have conducted research for organizations such as FHWA, TRB, AASHTO, and ITE. Our professional staff have developed research that has led to policy and design standard changes nationally.



Guideline documents developed by Alta that have helped shape safety and multimodal planning and design.

Question 16.

What differentiates your service from competitors, which attribute is most advantageous for FAX?

Alta Firm Profile

Alta has the full range of technical skills to deliver a tailored, innovative project for FAX. Our specific experience and expertise is provided below:

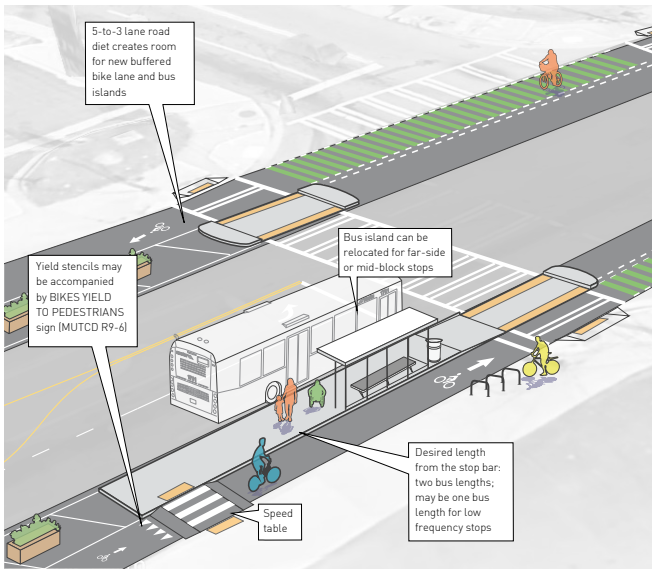
TRANSIT-SUPPORTIVE INFRASTRUCTURE

Alta's transit planning and mobility professionals approach transit-supportive infrastructure by assessing many factors of interconnected transportation systems, including user balance, user experience, improved transit times, parking performance, vehicular throughput, emissions mitigation, improved connections, modal separation, green infrastructure, technology integration, and local cultural expression.

We strive to balance the needs of all users through intuitive street operation, whether they are taking transit, driving, walking, scooting, or biking.

Our project experience has demonstrated that we consider the needs of all users in our technical project development process. Transit boarding islands and dedicated transit lanes reduce transit delays, separated bikeways protect bicyclists and improve perceived comfort and safety, street canopy trees and widened medians visually narrow streets to slow traffic, widened pedestrian zones create flexible space for bus stops and mobility hubs, and maintaining an appropriate level of parking and freight loading supports broad community access. Alta staff are adept at presenting the trade-offs and benefits for a range of configurations for all modes of travel, to both stakeholders and members of the public.

We regularly develop projects that include transit-supportive infrastructure recommendations developed with an equity lens and analysis. We are excited to work with transportation agencies like FAX who represent the interests of different communities to develop safe and convenient connections to the larger regional transportation network.



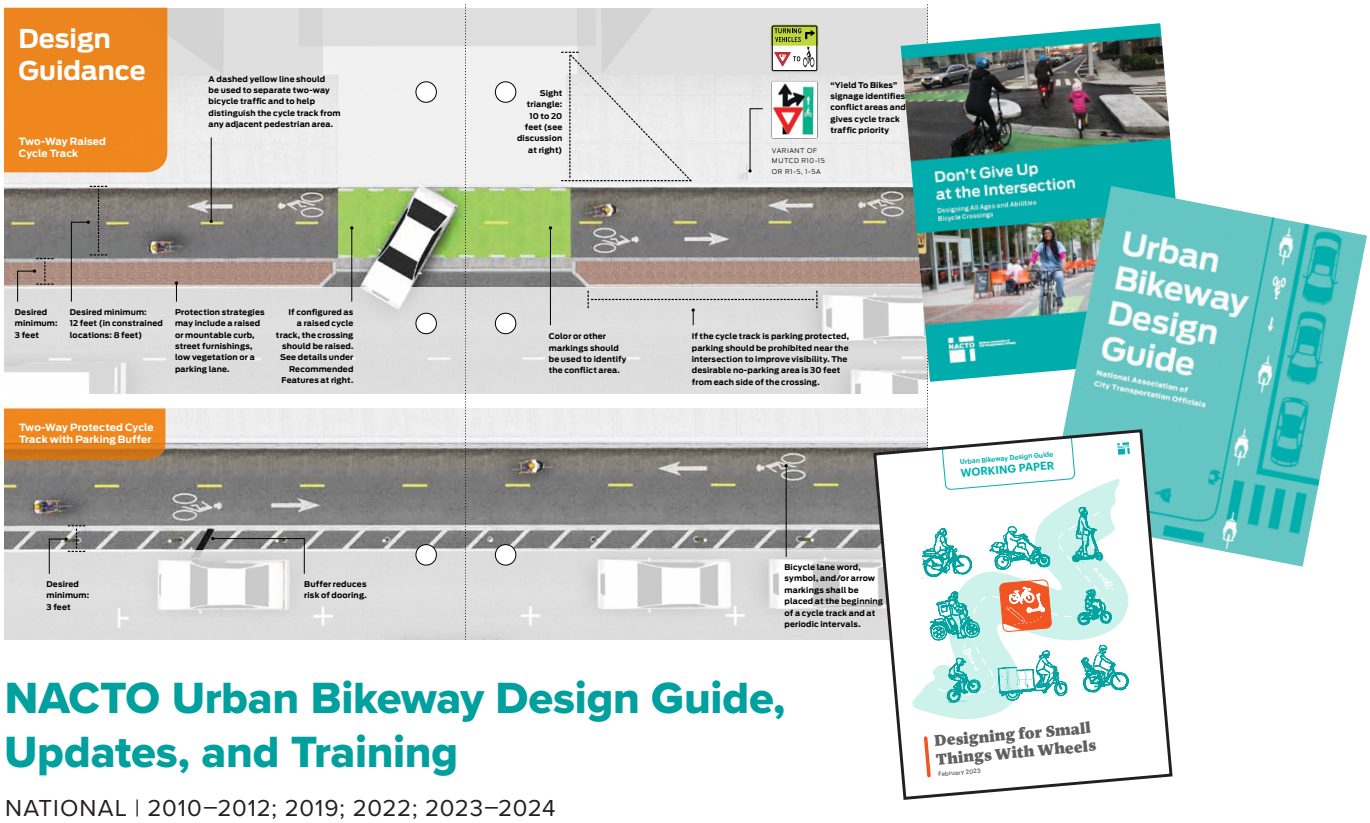
FIRST/LAST MILE ACCESS TO TRANSIT

Alta is the national expert on multimodal safety and integration of transit, bicycles, pedestrians, new mobility and station areas. We provide first- and last- mile access to transit, building complementary systems that provide maximum safety for all users, increase ridership, and create vibrant areas **— including experience with dozens of transit operators in California.** Alta provides expert analysis and roadway design to foster a safe, convenient, and inviting experience for people walking, bicycling, and using mobility services in context with the surrounding communities. Alta develops secure bicycle parking that meets latent demand, protected crossing of transit lines, shared mobility integration, and well-designed and effective wayfinding signage. Recently Alta has worked with the cities and transit agencies of Portland, Seattle, Salt Lake City, Charlotte, Chicago, Denver, and Atlanta to integrate non-motorized transportation and rapid transit systems.

DESIGN GUIDELINES

Alta regularly develops user-friendly local guidelines for the implementation of transit access and station amenity facilities based on our 30 years of experience planning, designing, and implementing these facilities. We develop visual descriptions of how to implement traditional and progressive mobility improvements based on a review of existing infrastructure and policy recommendations, existing conditions, and our best practices knowledge. Alta staff develop site-appropriate cross-sections, enlarged plans, and 3D visual simulations to clearly layout guidelines tailored to districts, cities, regions, states, or countries.

Project Experience Examples



NACTO Urban Bikeway Design Guide, Updates, and Training

NATIONAL | 2010–2012; 2019; 2022; 2023–2024

Alta worked with a team of officials from National Association of City Transportation Officials (NACTO) member cities and a team of national and international bikeway design experts to develop the first *Urban Bikeway Design Guide*. This interactive document provides state-of-the-practice solutions for on-street bikeway treatments based on national and international practices, policies, and programs.

In 2019, NACTO expanded the *Urban Bikeway Design Guide* with *Don't Give Up at the Intersection*, which adds detailed guidance on intersection design treatments that reduce vehicle-bike and vehicle-pedestrian conflicts. *Don't Give up at the Intersection* incorporates content from Alta's 2015 white paper on protected intersections and was edited and contributed to by Alta staff.

CLIENT

National Association of City Transportation Officials

CONTACT

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In 2022, Alta worked on the NACTO *Designing for Small Things with Wheels* Working Paper, updating bikeway design guidance to account for micromobility and e-powered users, setting new national guidelines and incorporating direct input from a working group of lead staff from NACTO member cities.

In 2023 and 2024, Alta assisted NACTO with creating the next generation of bikeway design guidance and providing content for several sections of the recently published 3rd edition of the NACTO *Urban Bikeway Design Guide*. This content includes integrating intersection guidance as well as integration with transit and other specific design details. Alta lead workshops and training for NACTO, APBP, and ITE, and is involved in training professionals throughout the country on these standards.

Alta has developed multiple half and full-day Complete Streets and intersection design trainings for NACTO member cities as part of the NACTO Certified Training Program. Alta staff have been providing NACTO trainings since 2012 and has developed customized intersection design trainings as a part of every Designing Cities Conference to date. Trainings are typically attended by local agency staff, advocates, and the private sector.

PART II: TRENDS IN REGULATING SHARED MICROMOBILITY

In recent years, three trends have reshaped how shared micromobility programs operate in North America.

Electrification: many operators have electrified their fleets, offering users the option to ride e-bikes or e-scooters.

Goal-based selection: especially in jurisdictions with multiple shared micromobility operators, cities have undertaken processes to proactively select operators whose goals can better align with the city's own goals.

Expanded regulations to organize devices: cities are implementing context-sensitive zonal regulations to ensure that sidewalks, trails, and bike lanes are clear of discarded micromobility devices.



Shared micromobility is electrifying

With the rapid growth of e-scooter share systems in 2018 and 2019, the shared micromobility industry made a significant move toward electrification. During that same time, e-bikes also became more prevalent. By the end of 2021, over 70% of bike share systems in the U.S. included e-bikes, and e-bikes made up 25% of all bike share bikes available across the U.S. To electrify shared micromobility fleets, some systems, like Biketown in Portland, OR, launched or relaunched fully electric programs while others, like Nice Ride in Minneapolis, MN, added e-bikes and e-scooters to a system with non-electric pedal bikes.

E-bikes and e-scooters are undeniably popular and they will only become more prevalent as states and regions build incentive programs for e-bikes. When affordable, e-bikes are very popular as part of shared micromobility systems, supporting a higher share of trips than a pedal bike. In New York City, where e-bikes constitute just 20% of the Citi Bike fleet, nearly a third of all trips from 2020-2021 took place on an e-bike. In Washington, DC, 23% of trips from 2020-2021 were made on e-bikes despite e-bikes only making up 13% of the Capital Bikeshare fleet. For some bike share users, electrification can make bike share more accessible by lowering physical barriers to bicycling. Incorporating e-bikes and e-scooters into a shared micromobility fleet adds choice and is an important component of expanding access.

Considerations

Affordability across all income-ranges: Discounted pricing options available to qualifying low-income residents are a common and important part of shared micromobility affordability. However, these programs do not address affordability for users who do not qualify for discounted pricing, most of whom may be price sensitive as well. Without a membership or discount, shared e-bike and e-scooter trips can be more than double the cost of a transit trip. Prices for a 30-minute e-bike or e-scooter trip range from less than $3 to almost $20[1]. As a result, cities may find themselves with a mode that is only available to higher income riders. To address this issue, cities can:

- Prohibit companies from raising the price during a specified time period (i.e., no surge pricing or monthly price increases) and require city approvals for all price increases.
- Cap trip prices at a maximum dollar amount per hour or for all trips beginning or ending in priority areas.
- Create a monthly pass option to reduce costs for frequent riders.
- Monitor costs and price over time and collaborate with operators on strategies to reduce trip costs without sacrificing the viability of the system.

Ensuring e-bike availability: E-bikes are more expensive to operate due to additional charging requirements. Cities will have different market potential for e-bikes based in large part on the number of trips and risk of vandalism. Cities with low ridership or high vandalism rates may need to consider incentivizing or subsidizing e-bikes to ensure the program remains viable. To provide a more cohesive service, larger regions with multiple jurisdictions can work together to negotiate as a region instead of as individual jurisdictions.



Austin-based artist, Jesse Melanson, transformed 20 MetroBike stations and over 200 e-bikes with geometric art designs

[1]Prices vary by city, but typical walk-up pricing for e-bikes and e-scooters is $1-$4 to unlock plus $0.05-$0.49 per minute.

NACTO *Shared Micromobility Permitting, Process, and Participation*

2022

Shared Micromobility Permitting, Process, and Participation outlines emerging trends in how cities manage micromobility networks, including the growth of electrified devices, the selection of operators based on strategic goals, and regulations to better organize devices.

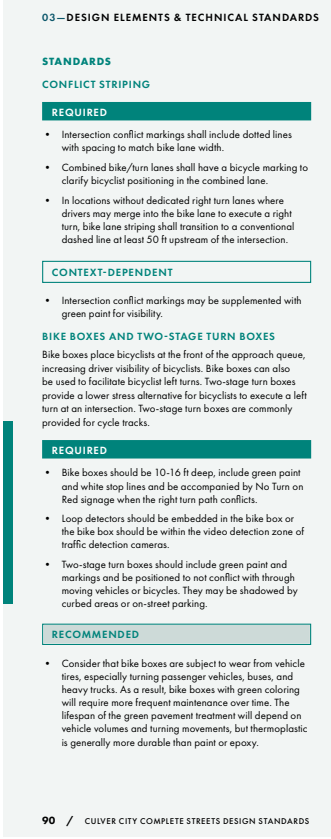
Alta served as technical contributor in the development of this paper to provide cities with tactics for making systems more equitable and effective, ranging from creating collaborative planning processes to investing in bike infrastructure and piloting low-speed zones for vehicle traffic. *Shared Micromobility Permitting, Process, and Participation* is one of seven Working Papers being released by NACTO as part of the ongoing update to the NACTO *Urban Bikeway Design Guide*, developed by Alta from 2010-2012.

CLIENT

National Association of City Transportation Officials

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03—DESIGN ELEMENTS & TECHNICAL STANDARDS

STANDARDS

CONFLICT STRIPING

REQUIRED

- Intersection conflict markings shall include dotted lines with spacing to match bike lane width.
- Combined bike/turn lanes shall have a bicycle marking to clarify bicyclist positioning in the combined lane.
- In locations without dedicated right turn lanes where drivers may merge into the bike lane to execute a right turn, bike lane striping shall transition to a conventional dashed line at least 50 ft upstream of the intersection.

CONTEXT-DEPENDENT

- Intersection conflict markings may be supplemented with green paint for visibility.

BIKE BOXES AND TWO-STAGE TURN BOXES

Bike boxes place bicyclists at the front of the approach queue, increasing driver visibility of bicyclists. Bike boxes can also be used to facilitate bicyclist left turns. Two-stage turn boxes provide a lower stress alternative for bicyclists to execute a left turn at an intersection. Two-stage turn boxes are commonly provided for cycle tracks.

REQUIRED

- Bike boxes should be 10-16 ft deep, include green paint and white stop lines and be accompanied by No Turn on Red signage when the right turn path conflicts.
- Loop detectors should be embedded in the bike box or the bike box should be within the video detection zone of traffic detection cameras.
- Two-stage turn boxes should include green paint and markings and be positioned to not conflict with through moving vehicles or bicycles. They may be shadowed by curbed areas or on-street parking.

RECOMMENDED

- Consider that bike boxes are subject to wear from vehicle tires, especially turning passenger vehicles, buses, and heavy trucks. As a result, bike boxes with green coloring will require more frequent maintenance over time. The lifespan of the green pavement treatment will depend on vehicle volumes and turning movements, but thermoplastic is generally more durable than paint or epoxy.

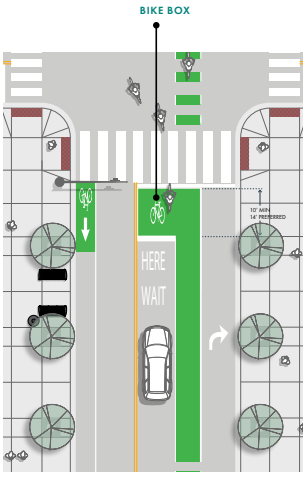
90 / CULVER CITY COMPLETE STREETS DESIGN STANDARDS

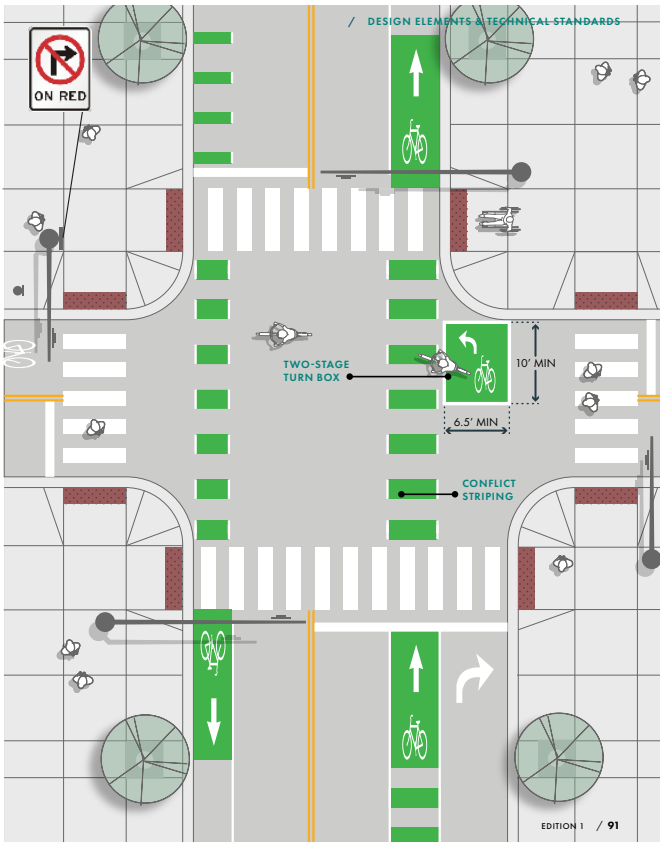
Bicycle Treatments at Intersections

Intersection conflict striping shows bicyclists the path they should take to cross an intersection. The markings also identify zones in which vehicles and bicyclists may have to mix, raising awareness for both types of road users and making movements more predictable.

REFERENCES FOR REVIEW

- Standard bicycle facility signs and pavement markings are well documented in the CA MUTCD and FHWA Separated Bikeway Design Guide. The bicycle facility signs and lane marking guidelines in the BPAP align closely to federal and NACTO Bikeway Design Guide.





Culver City Complete Streets Design Standards

CULVER CITY, CA | 2023 - 2025

Alta worked closely with Culver City to develop comprehensive Complete Streets Design Standards. These standards are the first of their kind in the region, outlining required, recommended, and context-dependent elements based on context sensitivity and street classification. The project included extensive review of existing conditions, best practices, and previously completed City plans. Detailed graphics were developed to illustrate Complete Streets elements and list design standards for each element.

The project included robust public engagement and opportunities for community feedback and participation, including hands-on in-person workshops, creative activities, online tools, and walk audits. The final standards document sets a new regional standard for Complete Streets benchmarking and goal setting.

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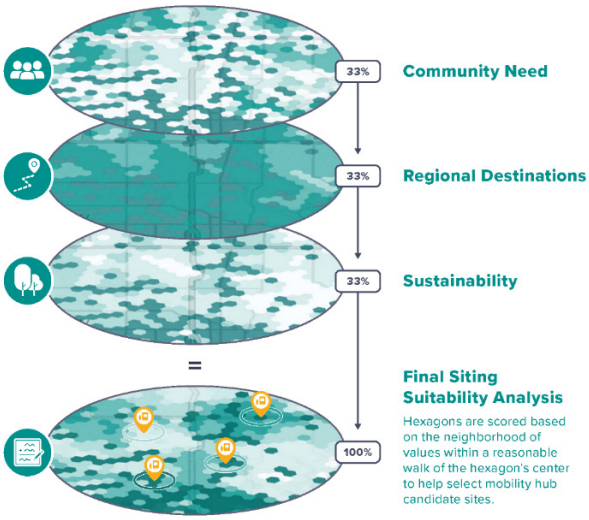
City of Culver City

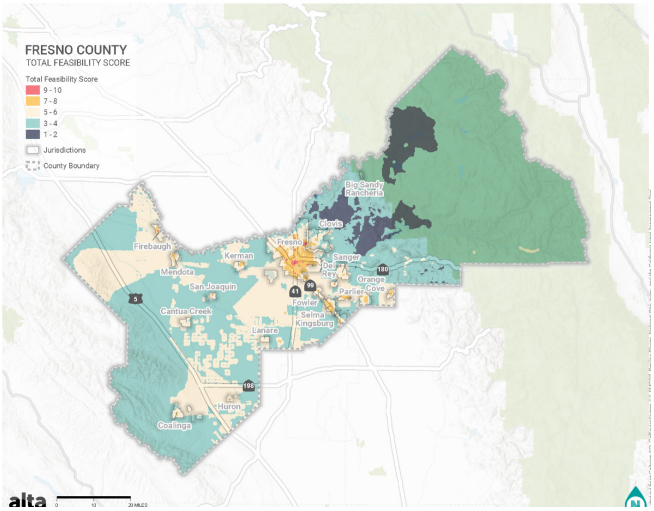
CONTACT

Thomas Check, PE, TE
Senior Traffic Engineer
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Public Works Department
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thomas.check@culvercity.org

BUDGET

$499,898





Mobility Hub Feasibility Study

FRESNO, CA | JUNE 2024 - ONGOING (JUNE 2026)

Alta is conducting a feasibility study to identify mobility hub locations within the urban core as well as in the rural areas of Fresno County. The goal is to facilitate multimodal transportation, such as e-bikes, e-scooters, carshare, and traditional public transit. In addition to sites, the study will develop criteria for mobility hubs and implementation guidelines. Once the feasible locations have been identified, criteria will be applied to identify four specific locations at existing transit stops/stations—one each in Fresno, Clovis, the Fresno County Rural Transit Agency (FCRTA) service area, and an unincorporated community—to design mobility hub features for future implementation. The study will include a robust public outreach campaign, with an emphasis on the underserved communities within Fresno County.

CLIENT

Walker Consultants (Prime)

Fresno Council of Governments (Owner)

CONTACT

Simran Jhutti

Senior Regional Planner

Fresno Council of Governments

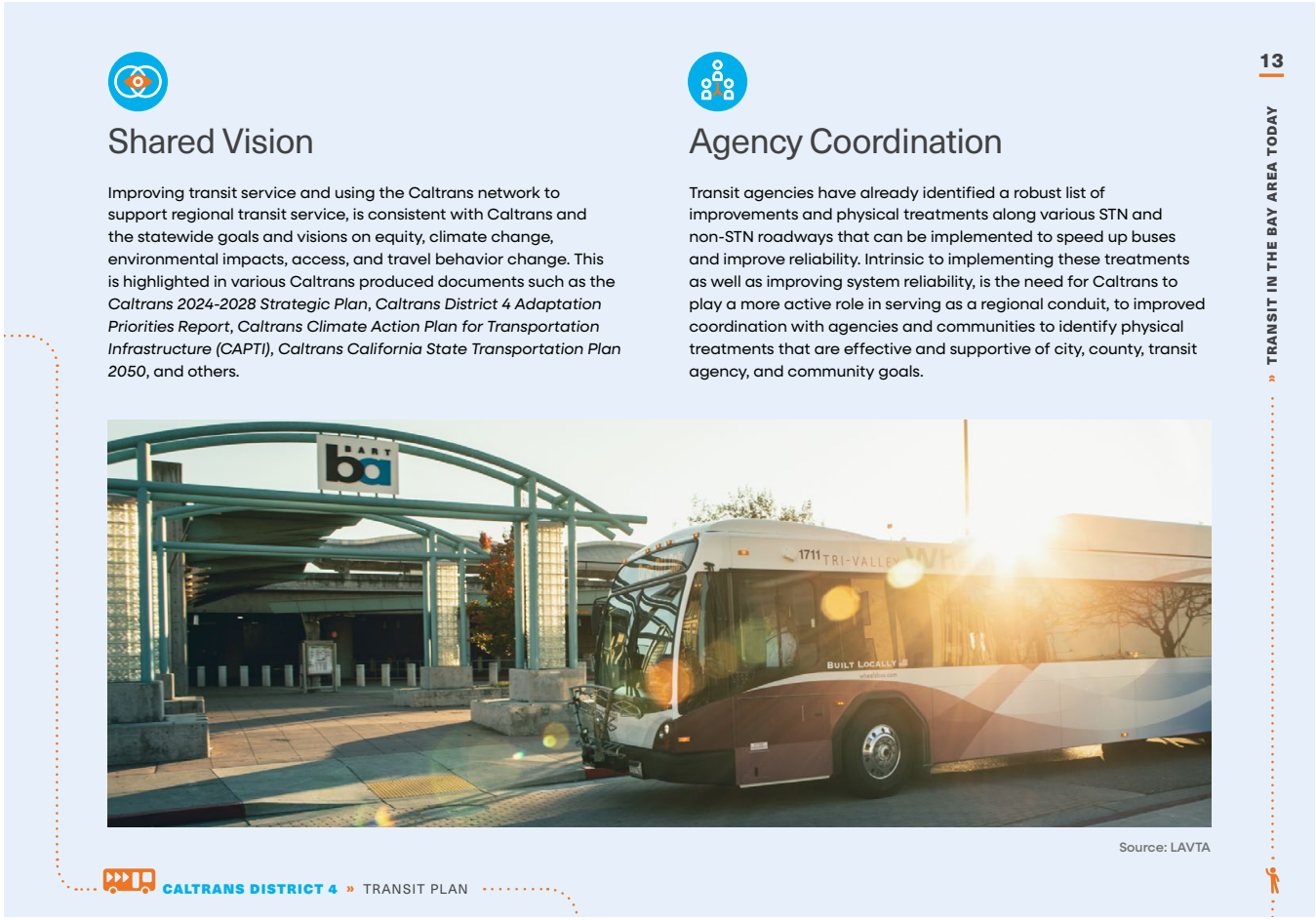
2035 Tulare St., Suite 201, Fresno, CA 93721

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(559) 233-4148 (Ext. 241)

BUDGET

$ 233,822



Caltrans Bay Area Transit Plan

BAY AREA, CA | 2023–APRIL 2025

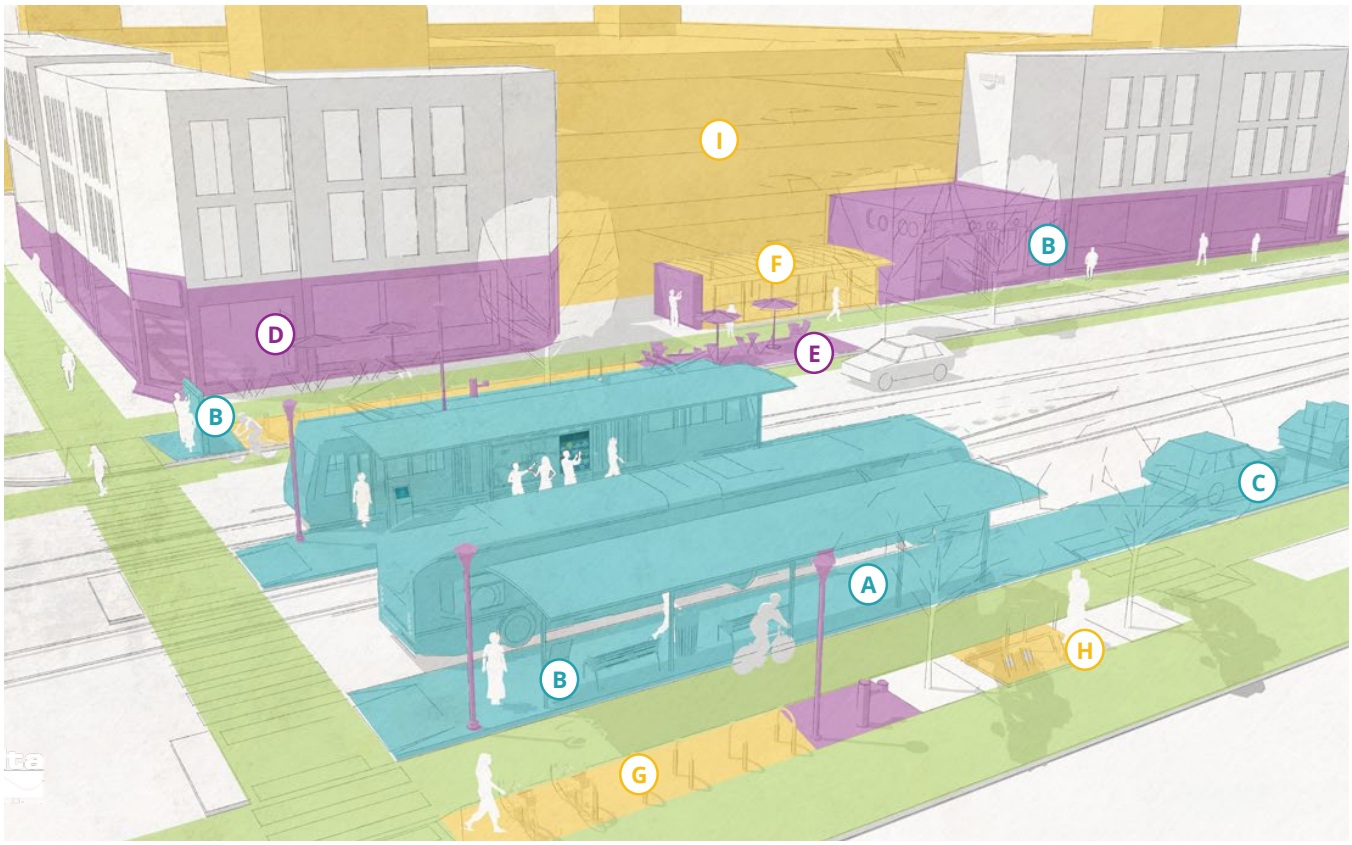
Alta worked with Caltrans Bay Area (District 4) to develop a Transit Plan for the Bay Area. The Plan which supports and complements the District's Active Transportation Plans identified areas of need, developed best practices, prioritized improvements, and identified strategies to implement needed programmatic and capital improvements on the State Transportation Network to improve transit service and improve access to and integration between transit modes.

The Plan also provides a transit modal plan as a reference for treatments in prioritizing and nominating improvements to include in the District System Management Plan, Comprehensive Multimodal Corridor Plans, the State Highway System Management Plan, the State Highway Operation and Protection Program (SHOPP), and the RTP (Plan Bay Area 2050). Finally, the Plan provides analysis for corridor planning documents, informing the public, partners, and other internal Caltrans functional units of transit needs and prioritization.

CLIENT
Caltrans District 4

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Complete Streets Coordinator
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BUDGET
$499,999



Portland Mobility Hub Typologies

PORTLAND, OR | 2019–2020

Alta worked with the Portland Bureau of Transportation to develop a kit of parts for transit-oriented mobility hubs to guide mobility hub planning and implementation. The project included an assessment of typical contexts in the City of Portland, aligning mobility hub types with the land use context, future growth strategy of the region, and varying densities of transportation options. The typology includes recommendations of design and programming elements to include at mobility hubs at different scales. Alta led a half-day workshop with City of Portland staff and partner agencies to discuss the role of mobility hubs within the City and to confirm principles that guide the development of the typology.

CLIENT

Portland Bureau of Transportation

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BUDGET

Pro Bono



Foothill Transit Mobility Hub Feasibility Study

POMONA, CA | 2022-2025

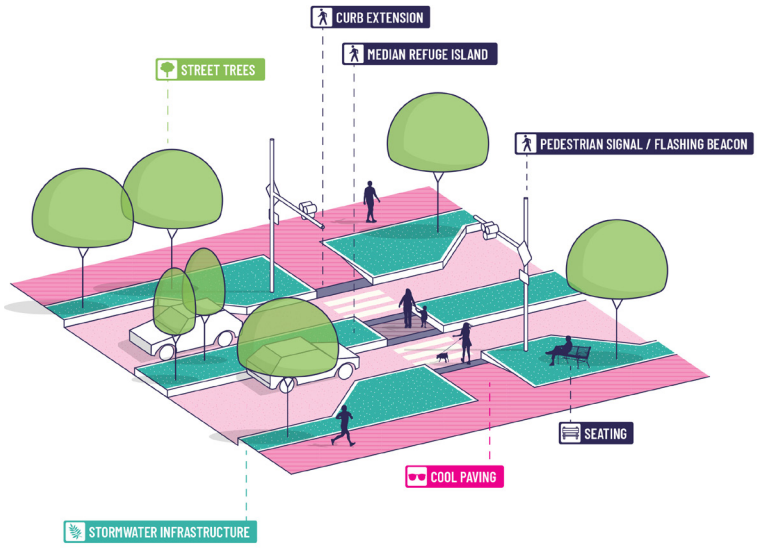
Alta developed a conceptual design for a multimodal mobility hub that serves an expanded layover area and provides supportive connectivity amenities for people accessing the campus by walking, biking, or rolling. This study was a collaborative effort between Foothill Transit and the Cal Poly Pomona campus to better serve the campus community and increase transit ridership, reduce automobile travel to the campus, and connect it to the surrounding communities.

Alta developed concepts for location, amenities, and connecting services which will result in a final conceptual design. The conceptual design will include pre-environmental work to prepare the project for the next phase of development and to pursue implementation funding. This project is anticipated to include capital funding and will include amenities and supportive infrastructure for future increased transit service to the campus.

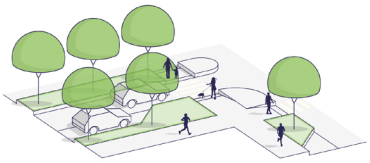
The Cal Poly Pomona campus is in a period of transformation as it adjusts its layout to respond to earthquake risks, meet statewide goals of reducing automobile use, and better serve the campus community of today and tomorrow. At the same time, Foothill Transit is a nation-wide leader in zero emission transit operations and is planning to expand high quality transit service to communities in need.

CLIENT
Foothill Transit

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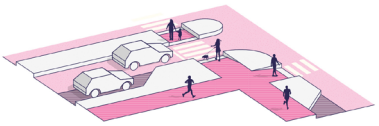
Street Trees
Street trees are located in the public right-of-way and require adequate space and maintenance in order to thrive.



Green Infrastructure
Green infrastructure tools include shrubs and understory plantings, bioswales, rain gardens, flow-through planters, permeable paving, and green roofs and walls.



Cool Pavement + Hardscape
Cool pavements and hardscapes are reflective, helping to lower surface temperatures and reduce the amount of heat absorbed and retained on a street.



Urban Heat Island Reduction Strategies

PASADENA AND LONG BEACH, CA | 2020-2021

Alta was hired by the Southern California Association of Governments (SCAG) to prepare Urban Heat Island reduction strategies for three neighborhoods in the Cities of Long Beach and Pasadena. The Urban Heat Island effect is the intensification of heat in urban areas due to the abundance of materials such as concrete, asphalt, and glass, which absorb and retain heat. This compounds the experience of extreme heat and heat waves, which are becoming more common as a result of climate change.

Alta explored the intersections between extreme heat, mobility, equity, and public space to develop cooling solutions that can be integrated into the public right-of-way. Alta conducted shade and green infrastructure suitability assessments, inventoried heat readings, and engaged with the community to learn more about the impacts of extreme heat on residents and understand their vision for change.

Through this work, Alta developed a Cooling Strategies Toolkit that is helping the two cities prioritize where cooling strategies such as shade trees, green infrastructure, and cool pavements are needed most, and also places emphasis on the dual benefit of these strategies, which can transform how users move through and experience public space.

The Cooling Strategies Toolkit is a resource that can be used across a wide range of city departments—encouraging greater collaboration and utilization of resources. It is also a tool for developers who help to implement upgrades to city streets, sidewalks, and alleys.

Read more and download the plan at: **https://altago.com/projects/scag-urban-heat-island-reduction-strategies/**

CLIENT

Southern California Association of Governments (SCAG)

CONTACT

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AWARDS

Innovation in Green Community Planning, APA Los Angeles, 2022



Canoga Park Urban Cooling + First/Last Mile Strategies

LOS ANGELES, CA | 2018-2020

Alta worked with StreetsLA (previously the City of Los Angeles Bureau of Street Services) to develop a conceptual plan to mitigate the threats of extreme heat, Urban Heat Island Effect, and other climate change impacts in the neighborhood of Canoga Park. The project focused on shade, cool pavement, native plantings, and traffic safety improvements as a first- and last-mile connection of a Bus Rapid Transit Station (LA Metro G Line [Orange] Sherman Way Station). Based in the San Fernando Valley, Canoga Park is a working-class community with many extreme heat days, incomplete and damaged sidewalks, and few bikeways.

The Alta team held multiple community meetings to identify potential hazards and solutions and created photo simulations and 3-D video fly-throughs of the proposed design using Sketch-Up, Lumion, and other software. The team analyzed the co-benefits of heat-related interventions including Cool Pavement, bio-retention plantings, and shade structures, and identified a network project to improve the safety and comfort of bicycling and walking in the area.

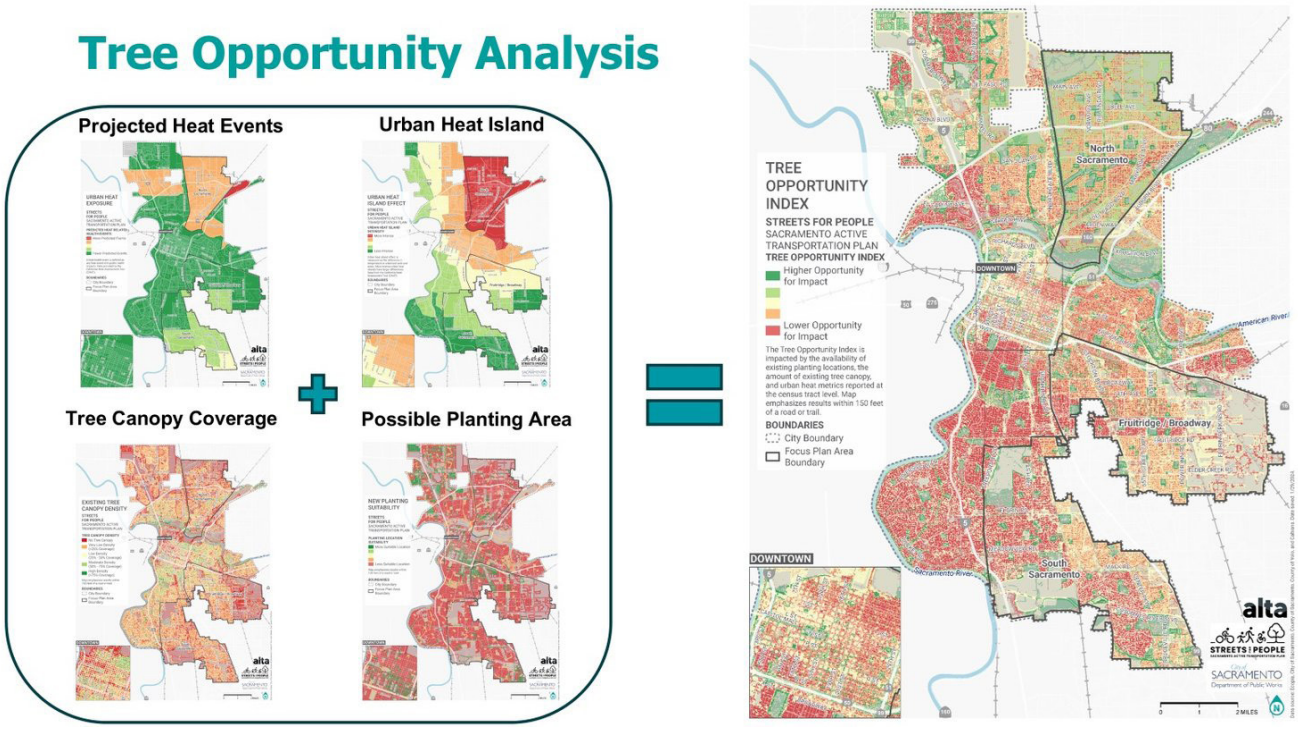
Additional information, including the fly-through videos can be found here: **https://altago.com/projects/canoga-park-urban-cooling/**

CLIENT

City of Los Angeles, StreetsLA (Bureau of Street Services)

CONTACT

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alexander.caiozzo@lacity.org



Sacramento Tree Opportunity Analysis

SACRAMENTO, CA | 2021-2022

Alta developed a Tree Opportunity Index and implementation strategy to help the City of Sacramento analyze the need for additional tree shade and use Active Transportation Plan findings to prioritize facilities based on the greatest need for shade. The index measured variables like urban heat exposure, lack of existing tree canopy, and land use compatibility to identify locations where there is existing opportunity to plant trees where they are needed.

Using a core methodology and approach to identify possible tree planting opportunity areas that could align with gaps in the active transportation network, Alta implemented an analysis that integrated AI-derived tree canopy and planter location data, projected future heat events, and an urban heat island index into a "Tree Opportunity Index." This index combined measures of need (such as lack of tree coverage and heat vulnerability) with indicators of feasibility like areas lacking tree canopy and on-street planter capacity. By pinpointing high-opportunity corridors for new trees, Alta's analysis informed the Streets for People: Sacramento Active Transportation Plan by making sure tree planting considerations were integrated into future corridor improvements.

CLIENT
City of Sacramento

CONTACT
Leslie Mancebo
Project Manager
City of Sacramento
(916) 808-5581
lmancebo@cityofsacramento.org

East Bay BRT Final Design and Construction Support

OAKLAND + SAN LEANDRO, CA | 2012 - 2018

This project connects the Uptown Transit Center in downtown Oakland with the San Leandro BART station via 33 raised-platforms that resemble rail stations, as well as dedicated bus lanes along 80% of the 9.5-mile International Boulevard corridor. Elements of the project included off-board fare payment, level passenger boarding, safety and security features, pedestrian access improvements, modification or installation of 125 traffic signals, and the installation of a new transit signal priority system. Alta delivered preliminary engineering, final design, bid and award support, and design services.



CLIENT
AC Transit

CONTACT
David Wilkins
Sustainability Director
d.wilkins@actransit.org

North Hollywood to Pasadena Bus Rapid Transit Project

NORTH HOLLYWOOD AND PASADENA, CA | 2018-2020

Alta led the development of initial project alternatives and the evaluation of a large number of route alternatives, involving both street and freeway alignments that had been developed in previous studies of the SR-134 corridor. Alta also collaborated with the prime to determine potential parking impacts of the BRT service and potential mitigation. We led detailed Vissim microscope simulation for a section of the project that had potential vehicle queuing and longer delays. This task was needed to assist the area stakeholders to better understand the dynamics of potential traffic impacts. At the 35% design phase, we developed signing and striping for the proposed BRT system. The project was completed on time and moved to the final design phase.



CLIENT
LA County Metropolitan Transportation Authority (LA Metro)
Kimley-Horn (Prime)

CONTACT
Greg Kyle
Senior Vice President
Kimley-Horn
(213) 261-4109
greg.kyle@kimley-horn.com

Question 17.

What is your company's typical response times for resolutions to critical issues?

RESOLVING CRITICAL ISSUES

Nearly all projects encounter varying degrees of difficulty at one point or another. It is important to have a consultant team that anticipates these difficulties and is prepared to address challenges with innovative approaches and battle-tested solutions. Our project management team will be continually "scanning the horizon" to identify potential risks and possible solutions before they impact the schedule and budget. We excel at helping our clients anticipate challenges and adjust as needed to complete delivery of core project outcomes.

Our project leaders are very responsive to critical issues. While it is impossible to provide an exact number of the typical hours or days that staff may need to find a resolution, we match the scale of each issue with the scale of our response, and we use every resource at our disposal to find creative solutions. Below are a couple of the ways we show up for our clients:

Effective Communication: Throughout the project process, Alta's Project Manager will be in regular contact with staff to keep them apprised of the project effort and to seek their input at key decision points. This will include face-to-face meetings, e-mails, telephone, video conference, and written documents. We will produce monthly progress reports that summarize tasks completed and outline tasks to be completed over the next 30 days. In addition, Alta will produce detailed meeting minutes that summarize the discussion items and will include a list of follow-up tasks and the responsible party for each task. In the event an obstacle comes up that could not be avoided, we find that technology is not always the best substitute for picking up the telephone to discuss an issue with a client and making the adjustments necessary to bring the project back on track and to client satisfaction.

Extent of Principal Involvement: Our small size assures our clients of a high level of principal involvement. Our Northern California offices have twelve principals which results in active principal-level engagement at key meetings and critical project milestones. Our principals are very hands-on, overseeing major portions of work, including interim memos, draft narrative text, and technical details.

Question 18.

Has your agency received any awards recognition, or commendations for past performance? Please share details.

Award Wins for Project Work

- 1st Place in the 2026 AdWheel Awards competition for communications, marketing, and customer experience.
- Alta Project: "Flip Your Trip Summer 2025 Campaign" with Seattle DOT
- Atlanta, GA GIT Ferst Dr Realignment
  - » 2026 Georgia Engineering Award Winner – American Council of Engineering Companies of Georgia (ACEC)
- San Diego Pershing Drive Bikeway
  - » 2025 APWA Transportation Project of the Year [$6-$25 million Category]
- Merced Avenue Greenway, South El Monte, CA
  - » 2025 Noche de las Luminarias Honoree for Outstanding SGV Project, Active SGV
- Merced Avenue Greenway Project, South El Monte, CA
  - » 2025 B.E.S.T. Award, Storm Water Quality Category, APWA Southern California
- CV Link, Coachella Valley, CA
  - » 2025 B.E.S.T. Award, Traffic, Mobility & Beautification Category, APWA Southern California
- Corona Trails Master Plan
  - » 2025, Planning Merit Award, CA Trails and Greenways Conference
- Sepulveda Basin Vision Plan, Los Angeles Bureau of Engineering
  - » 2024, Urban Design Merit Award, AIA California
  - » 2024, Honor Award in Analysis & Planning, American Society of Landscape Architects, Professional Design Awards Program, Pennsylvania-Delaware Chapter
  - » 2024, Conceptual Analysis and Planning Honour Award, World Landscape Architecture
- Central/Jefferson and Quincy Jones Green Alley Networks
  - » 2023, Outstanding Community Improvement and Sustainable Engineering Project, American Society of Civil Engineers, Metropolitan Los Angeles Branch
- York University Cycling Connections
  - » 2023 Canada ITE Stan Teply Award for Technical Achievement

Question 18. (Continued)

- Bishop Downtown Specific Plan and Mixed-Use Overlay
  - » 2023 APA – CA Central Section Award in Excellence and Achievement in Planning – Comprehensive Planning Award of Excellence (Small Jurisdiction)
- Spirit Trail Over Lynn Creek
  - » 2023 Award of Engineering Excellence, The ACEC-BC Awards
- Blueprint Jordan River, Utah
  - » 2022 Achievement Award, APA Utah
- SCAG Urban Heat Reduction Toolkit, Long Beach and Pasadena, CA
  - » 2022 Innovation in Green Community Planning, APA Los Angeles
- Parkline Trail, Kalispell, MT
  - » 2022 Engineering Excellence Award, American Council of Engineering Companies, Montana Chapter (ACEC/MT)
- Lower Russian River Trail Feasibility Study
  - » 2021 Award of Excellence for Innovation in Green Community Planning, APA Northern Section
- The Great Redwood Trail
  - » 2021 Merit Award, ACEC California Engineering Excellence Awards
- University of Utah Mobility Hub Study
  - » APA UT – 2020 Award of Merit
- Memphis 3.0 Comprehensive Plan
  - » 2020 Daniel Burnham Award for a Comprehensive Plan, American Planning Association
  - » 2019 Outstanding Plan Award, American Planning Association Tennessee Chapter
- Let's Bike Oakland, Oakland's 2019 Bike Plan
  - » 2020 American Planning Association Silver Award for Best Practice
- Chouteau Greenway Framework Plan, St. Louis, MO
  - » 2020 Annual Progressive Architecture Award (Alta sub to STOSS Landscape Urbanism)
- Chouteau Greenway Framework Plan, St. Louis, MO
  - » 2020 Annual Progressive Architecture Award (Alta sub to STOSS Landscape Urbanism)
- Walnut Creek Wetland Park, Raleigh, NC:
  - » 2019 ASLA Southeastern Regional Merit Award.
- Portland Pedestrian Master Plan
  - » 2019 Innovative Solution Award, Women's Transportation Seminar
  - » 2019 Champion for Healthy Environments Award from the Oregon Public Health Association
- ND Moves Active Transportation Demonstration Projects
  - » 2019 Regional Award: Quality of Life/Community Development, Small Project, America's Transportation Awards
- City of Fremont Safe Routes to Schools Safety Assessments, CA
  - » 2019 Transportation Planning Award of Merit, American Planning Association California Chapter Northern
- Riverside County Comprehensive Trails Plan
  - » 2019 Planning Award of Merit, California Trails and Greenways Conference Awards Committee
- West Laurel Hill Cemetery, Bala Cynwyd, PA
  - » 2019 Merit Award, PA-DE Chapter of American Society of Landscape Architects
- Go Vets Program
  - » 2018 Transportation Options Program of the Year Award, Transportation Options Group of Oregon
- St. Louis Bike Share Working Group
  - » 2018 East-West Gateway 2018 Exemplary Collaboration, Partnership, or Regional Initiative Award
- Cathedral City Whitewater Bike Trail/CV Link
  - » Coachella Valley Project of Merit Award – Traffic and Mobility Award
- Applying Behavioural Insights to Transportation Demand Management
  - » 2018 Excellence in Research award from Association for Commuter Transportation (ACT)
- Ventura County Transportation Commission Bicycle Wayfinding Plan CA
  - » 2018 APA California Central Coast Section – 2018 Award of Excellence (or Merit TBD) for Transportation Planning
- Chula Vista Elementary School District Safe Routes to School Program, CA
  - » 2018 APA California San Diego Chapter – 2018 Award of Merit for Transportation Planning
- Fontana Active Transportation Plan, CA
  - » 2018 APA California Inland Empire Section - 2018 Award of Excellence for Transportation Planning
- Memphis Medical Center Streetscapes, TN
  - » 2018 Building Memphis Best Renovation/ Conversion (Small)
- SCAG Tactical Urbanism Events, CA
  - » 2018 Public Outreach Award of Excellence, American Planning Association California Chapter
  - » 2017 FHWA Transportation Planning Excellence Award

END PROPOSER QUALIFICATION QUESTIONNAIRE

5. References

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

REFERENCES

Please list at least three references of similar size and type of services, including governmental agencies, if available.

1. AGENCY/COMPANY NAME: National Association of City Transportation Officials (NACTO)

   ADDRESS: 120 Park Avenue, 21st Floor, New York, NY 10017

   CONTACT PERSON: Cary Bearn, Senior Progam Mgr. PHONE NUMBER: (646) 324-8352

   FAX NUMBER NA EMAIL cary@nacto.org

   LENGTH OF CONTRACT: Three (YEARS)

   TYPES OF SERVICES PROVIDED: Development and update of the NACTO *Urban Bikeway Design Guide*, NACTO *Designing for Small Things With Wheels Working Paper*, and NACTO *Shared Micromobility Report*

2. AGENCY/COMPANY NAME: Caltrans District 4

   ADDRESS: 111 Grand Ave #300, Oakland, CA 94612

   CONTACT PERSON: Sergio Ruiz PHONE NUMBER: (510) 960-0778

   FAX NUMBER NA EMAIL sergio.ruiz@dot.ca.gov

   LENGTH OF CONTRACT: Two (YEARS)

   TYPES OF SERVICES PROVIDED: Development of the Caltrans Bay Area Transit Plan

3. AGENCY/COMPANY NAME: Fresno Council of Governments

   ADDRESS: 2035 Tulare St # 201, Fresno, CA 93721

   CONTACT PERSON: Simran Jhutti PHONE NUMBER: (559) 233-4148 – Ext. 241

   FAX NUMBER NA EMAIL jhutti@fresnocog.org

   LENGTH OF CONTRACT: Two (YEARS)

   TYPES OF SERVICES PROVIDED: Development of the Fresno COG Mobility Hub Feasibility Study

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6. Acceptance of Idemnification & Insurance

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

STATEMENT OF ACCEPTANCE OF THE INDEMNIFICATION AND INSURANCE REQUIREMENTS

The Proposer shall sign below that the Proposer accepts in whole the Indemnification and Insurance Requirements set forth in these Specifications. If the Proposer takes exception to some portions, those portions shall be listed here below, and the Proposer shall sign that the Proposer accepts all portions of the requirements not listed.

Note: Any exceptions may cause a Proposer to not be awarded a contract.

☐ **ACCEPT**
☒ **DO NOT ACCEPT**

If "DO NOT ACCEPT" is checked, please list exceptions: See Attached

Brett Hondorp

Signature of Authorized Person

Brett Hondorp, AICP | CEO

Type or Print Name of Authorized Person

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PROPOSED AMENDMENTS TO FORM OF AGREEMENT

Legal Company Name: Alta Planning + Design, Inc. **State of Incorporation: California | Tax ID: 68-0465555** **For all legal-related correspondence and information please use the following address:** **101 SE Main St Ste#2000** **Portland, OR 97204** **(503) 230 9862** **contracts@altago.com**			
Section / General Condition	**Location**	**Proposed Amendment (Deletions in Red, Insertions in Blue)**	**Rationale and Benefit**
1. Contract Documents	Sample Service Contract	The Contract Documents consist only of the Notice Inviting Proposals, Instructions to Contractors, Proposal, Specifications (including General Conditions, Special Conditions, Federal Conditions, Functional Specifications, and Technical Requirements), and any mutually executed amendments or change orders. In the event of any conflict, except with the Federal Conditions, the terms of this executed Contract shall control over incorporated documents.	Prevents hidden risk from incorporated RFP materials and ensures the signed agreement governs in case of inconsistency.
2. Price	Sample Service Contract	For the monetary consideration of [WRITTEN $ AMOUNT] DOLLARS AND [WRITTEN CENTS AMOUNT] CENTS ($[DOLLAR AMOUNT]), as set forth in the Proposal, Contractor promises and agrees to perform or cause to be performed, in a good and workmanlike manner, and to the satisfaction of City, and in strict accordance with the Specifications, all of the work as set forth in the Contract Documents. Contractor's compensation shall not exceed the amount set forth herein unless modified by a written amendment or change order signed by both parties. Contractor shall not be obligated to perform services beyond the Scope of Work without a mutually executed written change order.	Protects against scope creep and unfunded directives.
3. Payment	Sample Service Contract	City accepts Contractor's Proposal as stated and agrees to pay the consideration stated, at the times, in the amounts, and under the conditions specified in the Contract Documents within thirty (30) days of receipt of an undisputed invoice.	Adds payment certainty.
4. Indemnity	Sample Services Contract	To the furthest extent allowed by law, including California Civil Code section 2782.8 (if applicable), CONTRACTOR shall indemnify and hold harmless ~~and defend~~ CITY and each of its officers, officials, employees, ~~agents~~ and volunteers from any and all loss, liability, fines, penalties, forfeitures, costs and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage), and from ~~any and all~~ claims, demands and actions in law or equity (including reasonable attorney's fees, litigation expenses and cost to enforce this agreement) that arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of CONTRACTOR, its principals, officers, employees, ~~agents~~ or volunteers in the performance of this Agreement. CONTRACTOR's duty to defend shall apply only upon a final determination of fault and shall be limited to the proportionate extent of CONTRACTOR's negligence. In no event shall Contractor be liable for indirect, consequential, special, or punitive damages.	Agents is too broad. Limits indemnity to proportionate fault and removes immediate defense obligation before fault is determined.

3. Termination for Convenience	General Conditions	The City reserves the right to terminate this Contract for any reason, upon thirty (30) days written notice to the Contractor. In the event of such termination, the Contractor shall be paid for satisfactory service performed to the date of termination plus non-cancelable commitments incurred in reliance on this Agreement.	Ensures recovery of wind-down costs.
Limitation of Liability	To be added	Notwithstanding any other provision in this Agreement, the City agrees to strictly limit Contractor's liability under this Agreement or arising from the performance or non-performance of the Services under any theory of law, including but not limited to claims for negligence, negligent misrepresentation, and breach of contract, to the lesser of the fees paid to Contractor for the Services or maximum of applicable insurance proceeds. No claim may be brought against Contractor in contract or tort more than two (2) years after the cause of action arose. Any claim, suit, demand, or action brought under this Agreement shall be directed and/or asserted only against Contractor and not against any of Contractor's employees, shareholders, officers, or directors. Contractor's liability with respect to any claims arising out of this Agreement shall be limited as provided herein to direct damages arising out of the performance of the Services.	It is appropriate to limit liability to appropriate levels based on fee and scope of work undertaken.
1. Payment	Special Conditions	The Proposer shall invoice the City of Fresno monthly for costs incurred as its relates to the scope of work's tasks and no more than the amounts listed in the cost proposal. Invoices shall conspicuously display the City's contract number and shall be submitted to: ATTENTION: City of Fresno Department of Transportation/FAX Attn: Jeff Long 2223 G. Street Fresno, CA 93706 Contractor hereby agrees not to assign the payment of any monies due Contractor from City under the terms of this Contract to any other individual(s), corporation(s) or entity(ies). City retains the right to pay any and all monies due Contractor directly to Contractor. City shall not withhold payment for disputed amounts without providing written explanation. Undisputed portions shall be paid timely.	Prevents blanket withholding.
2. Changes to Contract Documents	Special Conditions	The City of Fresno may, from time to time, without invalidating the Contract, modify the Contract~~; by adding, deleting or changing sections of the Contract; by adding deleting or changing usage or space; by adding, deleting or changing Routine Work or Projects; by adding deleting or changing Special Conditions; or by adding, deleting or changing Specifications. All such changes shall be ordered by means of a Written Change Order.~~ Any changes affecting the scope of work, schedule, deliverables, or compensation shall require a written Change Order executed by both the City and Contractor prior to performance of the changed work. ~~Any changes in the compensation to Contractor resulting from such Change Orders shall be agreed upon by the City of Fresno and the Contractor.~~ No modification shall be effective unless mutually agreed to in writing and signed by authorized representatives of both parties. Contractor shall have no obligation to proceed with any changed work absent such executed Change Order. Additionally, the parties may modify the Contract by written amendment signed by both parties.	Prevents constructive change exposure.

4. Contract Administrator	Special Conditions	The City of Fresno designates the Director, Department of Transportation/FAX, as Contract Administrator, who shall act on behalf of the City with respect to all aspects of this Contract. The City shall promptly notify Contractor in writing if the Contract Administrator is changed. The Contract Administrator and designated representative shall have complete authority to require the Contractor to comply with all provisions of this Contract. Contractor shall strictly and promptly follow the instructions of the Contract Administrator. ~~The Contract Administrator's decision upon all questions claims and disputes will be final and conclusive upon the parties of the Contract.~~ Decisions of the Contract Administrator shall be subject to dispute resolution provisions of this Agreement. The Contract Administrator shall exercise any discretionary authority in a reasonable manner.	Prevents unilateral final authority.
8. Confidential Information, Ownership of Documents and Copyright	Special Conditions	Any reports, information, or other data prepared or assembled by the Contractor pursuant to this Agreement shall not be made available to any individual or organization by Contractor without prior written approval of the City. During the term of this Agreement, and thereafter, the Contractor shall not, without prior written consent of the City, disclose to anyone any Confidential Information. The term Confidential for the purpose of this Agreement shall include all proprietary marketing plans, financial information, designs, drawings, specifications, materials, compilations, documents, instruments, models, source of object codes and other information disclosed or submitted, orally, in writing, or by any other medium or media. All Confidential Information shall be and remain confidential and proprietary in City. Contractor shall retain ownership of its pre-existing intellectual property and tools. City is granted a non-exclusive license for project deliverables.	Protects IP ownership.
Resolution of Disputes, Breaches or Other Litigation	Federal Conditions	(1) The validity of this Agreement and of any of its terms and provisions, as well as the rights and duties of the parties, shall be governed by the laws of the State of California. In the event of litigation between the two parties, proper venue shall be laid in a court of competent jurisdiction in the County of Fresno, State of California. (2) Disputes arising in the performance of this Contract which are not resolved by agreement of the parties shall be decided in writing by the authorized representative of (Recipient)'s Maintenance Manager. This decision shall be final and conclusive unless with ten (10) days from the date of receipt of its copy, the Contractor mails or otherwise furnishes a written appeal to the Maintenance Manager. In connection with any such appeal, the Contractor shall be afforded an opportunity to be heard and to offer evidence in support of its position. ~~The decision of the Maintenance Manager shall be binding upon the contractor and the Contractor shall abide by the decision.~~ Disputes shall be resolved through good faith negotiation, mediation, and if necessary litigation in accordance with Section 15 (Governing Law and Venue). (3) Pending final resolution of a dispute hereunder, the Contractor shall proceed diligently with the performance of this Agreement and in accordance with the City's decision.	Prevents unilateral binding decision.

7. Bidders Listing of Subcontractors

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

BIDDERS LIST

Bidders are advised that, as required by federal law, the City is required to report to the U.S. Department of Transportation participation for all Federally aided contracts each year so the attainment efforts may be evaluated.

The proposal will be considered non-responsive if this form is not fully completed.

List all Subcontractor information including, without limitation, those that will perform any portion of the work or provide any products for this project, even if the dollar amount of the work that will performed is less than one half (½) of one percent (1%) of the total bid amount.

Prime Contractor:

Name: Alta Planning + Design, Inc.
Address: 101 SW Main Street, Suite 2000
City: Portland State: OR Zip Code: 97204
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number:**
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
541330, 541320, 541370, 541512, 541430
Age of firm: 30 Years
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☐ $3-6 million ☐ $6-10 million ☒ over $10 million

Subcontractors: ☐ Check as N/A if a subcontractor(s) will not be used

Name: Bodewell Group
Address: 12770 El Camino Real, Suite 100
City: San Diego State: CA Zip Code: 92130
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number:**
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
541820
Age of firm: 25 Years
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☐ $3-6 million ☐ $6-10 million ☒ over $10 million

Name:
Address:
City: State: Zip Code:
Check one: ☐ **DBE** or ☐ **Non-DBE** **DBE Cert Number:**
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
Age of firm:
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☐ $3-6 million ☐ $6-10 million ☐ over $10 million

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8. Debarment and Suspension Certification

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

DEBARMENT AND SUSPENSION CERTIFICATION

Contractor and all subcontractors shall meet debarment, suspension, ineligibility, and voluntary exclusion requirements pursuant to Executive Order 12549. See Federal Requirements, of these Specifications. A list of excluded parties may be found at the following website: https://sam.gov/content/home

Contractor shall return with its Proposal **this form**.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

Date February 27, 2026

Signature Brett Hondorp

Company Name Alta Planning + Design, Inc

Title CEO

If registered on SAM.gov, please provide UEI: ZNDWTZ6M23L9

Proposer's Name Bodewell Group
(Submit with Proposal)

DEBARMENT AND SUSPENSION CERTIFICATION

Contractor and all subcontractors shall meet debarment, suspension, ineligibility, and voluntary exclusion requirements pursuant to Executive Order 12549. See Federal Requirements, of these Specifications. A list of excluded parties may be found at the following website: https://sam.gov/content/home

Contractor shall return with its Proposal **this form**.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

Date _____2/24/2026_____

Signature_____ _____

Company Name____Bodewell Group_____

Title __CEO & Partner_____

If registered on SAM.gov, please provide UEI: _____

9. Non-Lobbying Certification

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

NON-LOBBYING CERTIFICATION

LOBBY RESTRICTIONS

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding $100,000)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Brett Hondorp
_____ Signature of Contractor's Authorized Official

Brett Hondorp, CEO
_____ Name and Title of Contractor's Authorized Official

February 27, 2026
_____ Date

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Proposer's Name Bodewell Group
(Submit with Proposal)

NON-LOBBYING CERTIFICATION

LOBBY RESTRICTIONS

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding $100,000)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.


_____ Signature of Contractor's Authorized Official

___Chris Wahl, CEO & Partner___ Name and Title of Contractor's Authorized Official

_____2/24/2026_____ Date

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10. Local Preference

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

CERTIFICATION FOR LOCAL PREFERENCE FOR: Request for Proposals Contractor Services for Transit Design Guidelines RFP NO. 12600774

We certify that we qualify as a local business pursuant to Fresno Municipal Code Section 4-109(b)(1).

Location of Business:

Please provide street address
(No PO Box)

Primary Office [ ]

Branch Office [ ]
(Please mark as applicable)

Address: NA

Phone: _____

The undersigned Respondent hereby declares under penalty of perjury under the laws of the State of California that the information contained on this CERTIFICATION FOR LOCAL PREFERENCE is correct and complete.

The above Statement is part of the Proposal. Signing this Proposal on the signature page thereof shall also constitute signature of this Certification.

Respondents are cautioned that making a false certification may subject the certifier to criminal prosecution.

Proposer's Name Bodewell Group
(Submit with Proposal)

CERTIFICATION FOR LOCAL PREFERENCE FOR: Request for Proposals Contractor Services for Transit Design Guidelines RFP NO. 12600774

We certify that we qualify as a local business pursuant to Fresno Municipal Code Section 4-109(b)(1).

Location of Business:

Please provide street address (No PO Box)

Primary Office [ ]

Branch Office [X]
(Please mark as applicable)

Address: 265 E. River Circle STE 250, Fresno, CA

Phone: (559) 271-6824

The undersigned Respondent hereby declares under penalty of perjury under the laws of the State of California that the information contained on this CERTIFICATION FOR LOCAL PREFERENCE is correct and complete.

The above Statement is part of the Proposal. Signing this Proposal on the signature page thereof shall also constitute signature of this Certification.

Respondents are cautioned that making a false certification may subject the certifier to criminal prosecution.

11. Tax Liability Certification

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

Federal Tax Liability and Recent Felony Convictions Certification

FTA Master Agreement Section 4(g)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that they and their organization:

1. Does not have any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability; and
2. Was not convicted of felony criminal violation under any Federal law within the preceding 24 months.

The Contractor agrees to flow this requirement down to participants at all lower tiers, without regard to the value of any subagreement.

Date February 27, 2026

Signature Brett Hondorp

Company Name Alta Planning + Design, Inc.

Title CEO

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12. Disclosure of Conflict of Interest

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

DISCLOSURE OF CONFLICT OF INTEREST

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	☐	☒
2	Do you represent any firm, organization, or person who is in litigation with the City of Fresno?	☐	☒
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	☐	☒
4	Are you or any of your principals, managers, or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	☐	☒
5	Are you or any of your principals, managers, or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	☐	☒
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	☐	☒
* If the answer to any question is yes, please explain in full below.			

Explanation: NA

☐ Additional page(s) attached.

Brett Hondorp
Signature

February 27, 2026
Date

Brett Hondorp, AICP
Name

Alta Planning + Design, Inc.
Company

101 SW Main St., Suite 2000
Address

Portland, OR, 97204
City, State, Zip

13. Signature Page

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

Proposer's Name Alta Planning + Design, Inc.
(Submit with Proposal)

SIGNATURE PAGE

By my signature on this proposal I certify, under penalty of perjury under the laws of the State of California, that the statements contained in this proposal are true and correct.

PROPOSAL SUBMITTED BY:
(Please follow the instructions for each line, as explained below.)

(1) Alta Planning + Design, Inc. (Firm) ( ) (510) 540-5008 (Phone) ( ) NA (Fax)

(2) X
(Corp.) (Individual) (Partner) (Other)

(3) 101 SW Main St., Suite 2000
Business Address

Portland (City) OR (State) 97204 (Zip Code)

(4) By: Brett Hondorp
Signature of Authorized Person

Brett Hondorp, AICP
Type or Print Name of Authorized Person and Title

Federal Tax I.D. No.: 680465555 Date: February 27, 2026

PAGE 27

567689v1

14. Sample Certification

Request for Proposals Contractor Services for Transit Design Guidelines
RFP No. 12600774

SAMPLE CERTIFICATION

I, Katie Mangle, AICP (Name), certify that I am the secretary of the corporation named herein; that Brett Hondorp, AICP (Name) who signed this Proposal on behalf of the corporation, was then CEO (Title) of said corporation; that said Proposal is within the scope of its corporate powers and was duly signed for and on behalf of said corporation by authority of its governing body, as evidenced by the attached true and correct copy of the Statement of Information Corporation (Name of Corporate Document)

By: Katherine Mangle

Name: Katie Mangle, AICP

Title: Secretary

Date: February 27, 2026

BA20231915152

STATE OF CALIFORNIA
Office of the Secretary of State
STATEMENT OF INFORMATION
CORPORATION

California Secretary of State
1500 11th Street
Sacramento, California 95814
(916) 653-3516

For Office Use Only

-FILED-

File No.: BA20231915152
Date Filed: 12/20/2023

Entity Details

Corporation Name	ALTA PLANNING + DESIGN, INC.
Entity No.	2302888
Formed In	CALIFORNIA

Street Address of Principal Office of Corporation

Principal Address	711 SE GRAND AVENUE PORTLAND, OR 97214

Mailing Address of Corporation

Mailing Address	711 SE GRAND AVENUE PORTLAND, OR 97214
Attention	Registration

Street Address of California Office of Corporation

Street Address of California Office	None

Officers

Officer Name	Officer Address	Position(s)
• Julia Stutz	711 SE GRAND AVENUE Portland, OR 97214	Secretary
• Charul Doshi	711 SE GRAND AVENUE PORTLAND, OR 97214	Chief Financial Officer
• BRETT HONDORP	711 SE GRAND AVENUE PORTLAND, OR 97214	Chief Executive Officer

Additional Officers

Officer Name	Officer Address	Position	Stated Position
STEVEN FRIESON	617 W. 7TH ST. SUITE 1103 L;OS ANGELES, CA 90017	Vice President	

Directors

Director Name	Director Address
+ Charul Doshi	711 SE GRAND AVENUE PORTLAND, OR 97214
+ Julia Stutz	711 SE GRAND AVENUE PORTLAND, OR 97214
+ Michael Renshaw	711 SE GRAND AVENUE PORTLAND, OR 97214

The number of vacancies on Board of Directors is: 0

Agent for Service of Process

California Registered Corporate Agent (1505)	CSC - LAWYERS INCORPORATING SERVICE Registered Corporate 1505 Agent

Type of Business

B2349-3764 12/20/2023 7:54 AM Received by California Secretary of State

Type of Business	NON-MOTORIZED TRANSPORTATION PLANNING & DESIGN

Email Notifications

Opt-in Email Notifications	No, I do NOT want to receive entity notifications via email. I prefer notifications by USPS mail.

Labor Judgment

No Officer or Director of this Corporation has an outstanding final judgment issued by the Division of Labor Standards Enforcement or a court of law, for which no appeal therefrom is pending, for the violation of any wage order or provision of the Labor Code.

Electronic Signature

☒ By signing, I affirm that the information herein is true and correct and that I am authorized by California law to sign.

Julia Stutz	*12/20/2023*
Signature	Date

B2349-3765 12/20/2023 7:54 AM Received by California Secretary of State

City of FRESNO

Gregory A. Barfield, Director
2223 G Street
Fresno, California 93706
(559) 621-RIDE
www.fresno.gov

CITY OF FRESNO DEPARTMENT OF TRANSPORTATION

ADDENDUM NO. 1
Fresno Area Express Transit Design Guidelines
RFP Bid File #12600774

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above-entitled specifications for the City of Fresno with a scheduled bid closing of **3:00 P.M., February 27, 2026.**

All changes and or clarifications will appear in **bold underlined** .

Request for Information

ANSWER TO REQUEST FOR INFORMATION

1. **Question:** If we are not claiming local preference how should the form "CERTIFICATION FOR LOCAL PREFERENCE" be filled out?
   Answer: This document is not required. Please see the updated Checklist.

2. **Question:** On page 62 of the RFP, the Scope of Work for the Draft Toolkit includes item #3 Greening and Aesthetics - are plumbing/irrigation infrastructure specifications required?
   Answer: No, plumbing/irrigation infrastructure specifications are not required.

3. **Question:** What is the expected interaction between the Transit Design Guidelines and the Mobility Design Guide?
   Answer: The Mobility Hub Study and the Transit Design Guidelines are unrelated.

4. **Question**: On page 19 of the RFP, there is a note in the Statement of Acceptance of the Indemnification and Insurance Requirements that states "Any exceptions may cause a proposer to not be awarded a contract". Can we submit exceptions with our proposal, but also check "Accept", or will that render a disqualification or non-award?
   Answer: If you are taking exception to any of the required indemnification and/or insurance requirements, you should check Do Not Accept and list the exceptions.

5. **Question:** On page 12 of the RFP, there are various forms listed for the consultant to submit as part of the Check List. Can FAX please confirm which forms subconsultants should submit?

Answer: The Checklist has been updated. The changes include 2 documents that are not required: (1)Sample Service Contract and (2) Certification for Local Preference. All other items with an "X" are required. The only additional documents required are under #17 are Key Personnel Resumes.

6. **Question:** On page 12 of the RFP, the Check List is marked with an X next to item #15 Sample Service Contract. Please clarify if we are to provide a signature on the Sample Service Contract or if we are only expected to review the contract at this time. Are we required to submit the Sample Service Contract with our proposal response? If so, can we submit the document unsigned until a selection has been made?
   Answer: The Sample Service Contract is not required at this time. Please see updated Checklist.

7. **Question:** On page 7 of the RFP, item C states "The scoring for costs is based on the lowest price in relation to the price offered." Would FAX please provide the anticipated total project cost? In addition, would FAX please provide a breakdown of the evaluation criteria by percentages and/or points (and totals)?
   Answer: The criteria in the RFP is listed in order of relative importance.
   The project is fully funded, but FAX will not be sharing the value.

8. **Question:** Will FAX be short listing and interviewing consultants to award the contract?
   Answer: As stated under Selection Process and Evaluation Criteria on page 7, "The Selection Committee reserves the right to request additional information from Contractors, to negotiate terms and conditions of the Contract, to visit sites, to request demonstrations or oral Request for Proposals Contractor Services for Transit Design Guidelines RFP No. 12600774 presentations, to establish a competitive range, or ask Contractors to appear before the Selection Committee to clarify points of their proposal."

9. **Question:** Are you able to share a target budget range for this project?

   Answer: The project is fully funded, but FAX will not be sharing the value.

10. **Question:** May we include a narrative document with our proposal in order to address the desired criteria on page 7 of the RFP, in addition to the required forms and attachments listed in the Check List on RFP page 13?
    Answer: Yes.

11. **Question:** May we reformat our firm's response to the PROPOSER QUALIFICATION QUESTIONNAIRE, as long as we include the form's header and all prompts in the same sequence, in order to provide enough space on the page to adequately answer each question?

    Answer: **Yes, ensuring that all questions are responded to in order they appear in the RFP.**

City of Fresno
Department of Transportation

Jeff Long
Senior Regional Planner

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 1.

Signed: _____

Company: Alta Planning + Design, Inc.

This addendum is being distributed ONLINE only and will not be sent by U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

CITY OF FRESNO
GENERAL SERVICES DEPARTMENT

Brian Barr, Director
2101 G. Street, Building A
Fresno, CA 93706
www.fresno.gov

ADDENDUM NO. 2
Request for Proposals Contractor Services for: Transit Design Guidelines
Bid File: 12600774

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled bid opening of **3:00 P.M., February 27, 2026**.

All changes and or clarifications will appear in **bold underlined type**.

Please note the primary contact for this project has changed from Jeff Long, Jeff.Long@Fresno.gov to Tamra Torrence, Purchasing@fresno.gov.

City of Fresno

Tamra Torrence

TAMRA TORRENCE
Senior Procurement Specialist

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum.

Signed: Brett Hondorp

Company: Alta Planning + Design, Inc.

This addendum is being distributed ONLINE only and will not be sent by U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

Addenda to date: 2
February 25, 2026

17.

Other Required Documents

17.a) Key Personnel Resumes



Sam Corbett

Principal-in-Charge

Sam has 28 years of experience as a transportation planner and manager, specializing in transit planning, transportation demand management, transportation system improvements, multimodal planning, bicycle and pedestrian planning and design, traffic calming and grant funding. Sam believes strongly in taking a client-oriented approach to his work and is honored to have received the 2017 Client's Choice Award for being the Most Client Focused Consulting Engineer in Australia/New Zealand as independently researched by Beaton Consulting Group. Sam brings strong transportation planning skills to all his projects, developed from working in both the public and private sector. Throughout his career, Sam has led numerous high performing teams to deliver exceptional results on projects related to improving transportation systems in highly complex and constrained urban environments.

YEARS OF EXPERIENCE

28 years

EDUCATION

Master of City Planning, University of California, Berkeley

BS, Environmental Policy, Analysis, and Planning, University of California, Davis

AREAS OF EXPERTISE

Project management

Quality control

Transit planning

Bicycle and pedestrian planning and design

PROFESSIONAL HIGHLIGHTS

2020 State of Transportation Planning Report, "Empowering Low-Resourced Communities to Envision Their Active Transportation Network", co-authored with Courtney Banker and Julia Lippe-Klein, American Planning Association, May, 2020

2017 IPENZ Transportation Group Conference, "Enabling the New Network – Using the Business Case Approach to Address Auckland's Transportation Challenges", co-authored with Biserka Stetic

2016 IPENZ Transportation Group Conference, "Wellington Cycleway Master Plan – project insights", coauthored with Terri Collett

Relevant Experience

Caltrans Bay Area Transit Plan, CA

Alta worked with Caltrans Bay Area (District 4) to develop a transit plan for the Bay Area. The plan, which supports and complements the District's Active Transportation Plan, identifies areas of need, develops best practices, prioritizes improvements, and identifies strategies to implement needed programmatic and capital improvements on the State transportation Network to improve transit service and improve access to and integration between transit modes. Sam was the Principal-in-Charge.

Sacramento State University TDM Plan, CA

The Sacramento State TDM project focuses on developing a comprehensive Transportation Demand Management (TDM) plan for a prominent university in California. This initiative enhances the sustainability and efficiency of transportation systems within the campus and surrounding areas. The project involved creating detailed datasets that encompass various modes of transportation, including walking, biking, and transit access, to understand current usage patterns of students and employees. Key activities included running access shed testing to evaluate the effectiveness of transportation options and visualizing anonymized data on student and worker locations to inform planning decisions. Sam served as Principal-in-Charge on the project.

Los Angeles BSS Canoga Park Urban Cooling Strategies, CA

Alta was hired by StreetsLA (previously the City of Los Angeles Bureau of Street Services) to develop a conceptual plan to mitigate the threats of extreme heat, Urban Heat Island Effect, and other climate change impacts in the neighborhood of Canoga Park. The project focused on shade, cool pavement, native plantings, and traffic safety improvements as a first- and last-mile connection of a Bus Rapid Transit Station. The Alta team held multiple community meetings to identify potential hazards and solutions and created photo simulations and 3-D video fly-throughs of the proposed design using Sketch-Up, Lumion, and other software. Sam served as the Principal-in-Charge.

Sam Corbett, Continued

Additional Transit and Mobility Planning Experience

- Mountain View Comprehensive Modal Plan, Mountain View, CA
- Los Altos Complete Streets Visioning and Performance Measurement, Los Altos, CA
- Amtrak Capitol Corridor Mode of Access Survey Design Review, Sacramento, CA
- LA Metro Gold Line First/Last Mile Plan and Extension, Los Angeles County, CA
- Redlands Passenger Rail Access Plan, Redlands, CA
- Improvement to Transit Access for Cyclists and Pedestrians Study, San Bernardino County, CA
- Arrow Highway Multimodal Regional Corridor Plan, San Gabriel Valley, CA
- South Orange County Multimodal Study, Orange County, CA
- Anaheim Resort Area Mobility Plan, Anaheim, CA
- Denver Regional Transit District First and Last Mile Strategic Plan, Denver, CO
- Phoenix Mobility Study, Phoenix, AZ
- Salt Lake and Ogden Urbanized Areas Methodology Development to Assess Project-Level Destination Accessibility, Wasatch Front Regional Council, UT
- Charlotte Area Transit System (CATS) North & West Corridor Alternative Analysis and Center City Integration Project, Charlotte, NC
- West Palm Beach Intermodal Transit Center Redesign, West Palm Beach, FL
- Wynyard Quarter and Fanshawe Urban Busway, Auckland, NZ*
- Northwest Busway Strategic Business Case, Auckland, NZ*
- Wellesley Street Bus Rapid Transit Indicative Business Case, Auckland, NZ*
- Auckland Light Rail Detailed Business Case, Auckland, NZ*
- Downtown Bus Facility Design, Auckland, NZ*
- Intercity Bus Terminal Design, Auckland, NZ*

*Completed prior to joining Alta



Mauricio Hernández

Project Manager

Mauricio is an experienced multimodal planner with 17 years of experience who prioritizes equity in all aspects of his practice. Originally from Bogotá, Colombia, he strives to incorporate bilingual public involvement strategies into the transportation planning process. He has a background working in micromobility and multimodal transportation, having led the implementation and evaluation of countless bike share programs throughout the US, as well as national studies for FHWA and the National Academies of Science. His experience spans the public and private sectors, including positions with the District of Columbia Department of Transportation where he helped implement one of the country's first micromobility programs (Capital Bikeshare) and expand transit operations of DC's Circulator Bus and DC Streetcar. Mauricio's passion lies in the development and implementation of multimodal transportation projects with a focus on public engagement and data analytics.

YEARS OF EXPERIENCE

17 years

EDUCATION

Master of Community Planning, University of Maryland

Bachelor of Arts, Geography, Florida International University

Bachelor of Arts, International Relations, Florida International University

AREAS OF EXPERTISE

Master planning

Feasibility studies

Program implementation

Micromobility

Tactical urbanism

Transit access

PROFESSIONAL HIGHLIGHTS

Co-Chair, Bicycle Parking Guidelines Update, Association of Pedestrian and Bicycle Professionals

Member, Diversity and Inclusion Committee, Association of Pedestrian and Bicycle Professionals

Chair, TCRP J-11/Task 37 – Transit and Micro-mobility

Member, Innovations in Transportation Equity for Latino Communities Workgroup

Principal Author and Researcher Transit Cooperative Research Program (TCRP) Synthesis 132: Public Transit and Bikesharing. National Academies of Sciences, Engineering and Medicine. September 2018

Relevant Experience

Caltrans (District 4) Bay Area Transit Plan, CA

Mauricio served as Project Manager for the development of a Transit Plan for the Bay Area. The Plan which supports and complements the District's Active Transportation Plans identified areas of need, developed best practices, prioritized improvements, and identified strategies to implement needed programmatic and capital improvements on the State transportation network to improve transit service and improve access to and integration between transit modes. The Plan also provided transit modal plan as a reference for treatments in prioritizing and nominating improvements to include in the District System Management Plan, Comprehensive Multimodal Corridor Plans, the State Highway System Management Plan, the State Highway Operation and Protection Program, and the RTP (Plan Bay Area 2050). The Plan included an analysis for corridor planning documents, informing the public, partners, and other internal Caltrans functional units of transit needs and prioritization.

Fresno Council of Governments Mobility Hub Feasibility Study, CA

Mauricio serves as Project Manager in support of the Fresno Council of Governments to complete a Mobility Hub Feasibility Study to identify feasible mobility hub locations within the urban core as well as in the rural areas of the County, that can facilitate multi-modal transportation, such as e-bikes, e-scooters, carshare, and traditional public transit. In addition to sites, the study will develop criteria for mobility hubs and implementation guidelines. Once the feasible locations have been identified, criteria will be applied to identify four specific locations at existing transit stops/stations – one each in Fresno, Clovis, the FCRTA service area, and an unincorporated community – to design mobility hub features at these places for future implementation. The study includes a robust public outreach campaign, emphasizing the underserved communities within Fresno County.

OCTA Mobility Hubs Concept of Operations Study, Orange County, CA

Mauricio serves as Project Manager for the development of a Mobility Hubs Concept of Operations (ConOps) Study. The project focuses on identifying potential hub locations and develop conceptual design plans for hub services and amenities. The project also focuses on identifying the roles/responsibilities of the parties required to implement and operate mobility hubs successfully. Alta is also considering how mobility hub locations can influence equitable access to mobility and reduce single occupancy vehicle trips. The objective is to develop conceptual designs and a ConOps strategy that expands mobility access for disadvantaged populations, reduces greenhouse gas and smog-forming emissions, and increases the use of transit services.



Charlie Simpson

Assistant Project Manager

Charlie is a passionate transportation planner and advocate for safe streets that meet the needs of all ages and abilities. He continually works to ensure that equity guides his work and is energized by building relationships with communities. Charlie has multiple years of experience utilizing tactical urbanism as a tool to expand community engagement, more quickly implement bicycle and pedestrian projects, and catalyze long-term change.

YEARS OF EXPERIENCE

13 years

EDUCATION

Master of Urban Planning, University of Washington College of Built Environments

BS, Urban and Environmental Policy, Occidental College

AREAS OF EXPERTISE

Urban planning

Vision Zero

Tactical urbanism

Community engagement

Relevant Experience

Caltrans Bay Area Transit Plan, CA

Alta worked with Caltrans Bay Area (District 4) to develop a transit plan for the Bay Area. The plan, which supports and complements the District's Active Transportation Plan, identifies areas of need, develops best practices, prioritizes improvements, and identifies strategies to implement needed programmatic and capital improvements on the State transportation Network to improve transit service and improve access to and integration between transit modes. Charlie worked as Planner on the project.

Fresno Council of Governments Mobility Hub Feasibility Study, CA

Alta was contracted by the Fresno Council of Governments (Fresno COG) to complete a Mobility Hub Feasibility Study to identify feasible mobility hub locations within the urban core as well as in the rural areas of the County, that can facilitate multi-modal transportation, such as e-bikes, e-scooters, carshare, and traditional public transit. In addition to sites, the study will develop criteria for mobility hubs and implementation guidelines. Once the feasible locations have been identified, criteria will be applied to identify four specific locations at existing transit stops/stations – one each in Fresno, Clovis, the FCRTA service area, and an unincorporated community – to design mobility hub features at these places for future implementation. The study will include a robust public outreach campaign, with an emphasis on the underserved communities within Fresno County. Charlie is supporting the project as Planner.

Campbell Multimodal Transportation Plan, CA

Charlie is serving as Assistant Project Manager for the City of Campbell's Multimodal Transportation Plan. To date, the City has not completed a citywide transportation-focused plan. Alta is helping the City develop a plan that will act as a significant catalyst in modifying how the City provides for the mobility needs of its community members. The plan will focus on sustainable transportation improvements, creating a comprehensive and interconnected bicycle and pedestrian system that serves users of all ages and abilities.

Santa Rosa Active Transportation Plan, CA

Alta is working with the City of Santa Rosa to develop the city's Active Transportation Master Plan as an update to its Bicycle and Pedestrian Master Plan. The Plan will focus on improving conditions for people walking, biking, and rolling throughout the City of Santa Rosa. The plan will address active transportation needs citywide. Community input will guide the City in developing a citywide plan that prioritizes active transportation needs and projects over the next several years. Charlie is serving as Assistant Project Manager.



Derek Abe

Design Advisor

As a national expert in active transportation facility design and Alta's Urban Bikeway Design leader, Derek elevates deep technical knowledge of facility design standards and guidelines. Derek worked on dozens of state- and city-wide bicycle and pedestrian plans. He served as Project Manager and principal author to the most recent NACTO *Urban Bikeway Design Guide* that includes the latest bikeway network design principles, contextualizing bikeways in relation to transit, pedestrians, and other micromobility devices, and safe intersection design approach and tools for jurisdictions to support their communities safe, active transportation needs. He is a NACTO-certified instructor and, for the last nine years, instructed the Active Transportation Planning and Design Studio in Portland State University's Master of Urban and Regional Planning program.

YEARS OF EXPERIENCE

17 years

EDUCATION

MURP, Portland State University

BS, Environmental Science, Portland State University

AREAS OF EXPERTISE

Complete Streets and Complete Streets 2.0

Active transportation analytics

Active transportation design guidelines

New mobility

Transit integration

Network design for equitable outcomes

REGISTRATIONS

Project Management Certification, PSMJ

NACTO Instructor

PROFESSIONAL HIGHLIGHTS

Adjunct Faculty at Portland State University School of Urban Studies and Planning

Transit-Oriented Development Steering Committee Member, Oregon Metro Regional Government

Initiative for Bicycle and Pedestrian Innovation (IBPI) Fellow, Oregon Transportation Research and Education Consortium

Association of Pedestrian and Bicycle Professionals (APBP) Chapter

Relevant Experience

NACTO *Urban Bikeway Design Guide Update*, Nationwide
Alta, with Derek as Project Manager, assisted the National Association of City Transportation Officials (NACTO) with the update to their *Urban Bikeway Design Guide*, integrating intersection guidance as well as integration with transit and many other sections on design details. Alta also led workshops and training for NACTO, APBP, and ITE, and was involved in training professionals throughout the country on these standards. This definitive national resource establishes the latest and greatest in bikeway design and was published in January 2025.

NACTO Designing for Small Things with Wheels Working Paper, Nationwide
Derek served as the Project Manager and Technical Lead to update bikeway design guidance to account for micromobility and e-powered users, setting new national guidelines and incorporating direct input from a working group of lead staff from NACTO member cities.

TriMet Division Street Transit Project, Portland, OR
As Project Manager, Derek worked with TriMet to design a concept for new integrated bus rapid transit platforms that would safely accommodate pedestrians, passengers, and bicyclists. He led a precedent study of existing facility types, evaluated the issues, advantages/disadvantages, and trade-offs of the range of station typologies, and facilitated discussions with advisory groups and stakeholders to advance a final design concept. This iterative design process coincided with the 30% drawing set, and led to the construction of a full-scale mock-up and live demonstration evaluation.

Washington County Roadway Standards Update, OR
Derek served as Alta's Project Manager for this project. As part of a team, Alta helped Washington County update its roadway standards. Alta provided expertise in streamlining internal processes and policy, including analysis of existing development code and public works standards. Alta also provided expertise to help the County create new roadway standards that prioritize safety for people walking, biking, and taking transit, and led trainings for engineering staff to implement Complete Street approaches. The final deliverables include new policies, standards, and internal team workflow processes.



Lisa Ballard, PE

Engineering Advisor

Lisa is a transportation engineer, planner, and project manager who specializes in resolving complex, multi-agency design challenges, bringing competing standards, stakeholder priorities, and technical constraints into alignment so that projects can move forward. With nearly 30 years of experience spanning public agencies, consulting, and research, she bridges the gap between planning vision and engineering practice, translating policy goals into feasible, buildable solutions. Her time at the Washington State Department of Transportation and King County Metro gave her firsthand experience navigating conflicts between state DOT, national, and local agency guidance. Lisa's will draw on the right expertise at the right moment, and facilitate the technical and policy conversations that move competing perspectives toward shared standards. She chairs the TRB Standing Committee on Transit Facilities and Infrastructure.

YEARS OF EXPERIENCE

29 years

EDUCATION

MS, Civil Engineering, University of California, Irvine

BS, Civil Engineering, California Polytechnic State University - San Luis Obispo

AREAS OF EXPERTISE

Multimodal guidance conflict resolution

Bridging planning vision and engineering practice

Complete Streets implementation

Multi-agency coordination

Stakeholder facilitation and trade-off negotiation

Transit-street integration and first/last-mile connections

Environmental justice and equity in transportation planning

Performance metrics and evaluation frameworks

Traffic engineering and intersection operations

Transit signal priority and ITS systems

Community engagement and equity-centered outreach

Transportation data analysis and performance measurement

REGISTRATIONS

Professional Civil Engineer: CA (#58390), 1998

Professional Engineer: WA (#25026941); MT (#16978)

Relevant Experience

King County Metro Transit Speed and Reliability Program, King County, WA*
Lisa managed multiple corridor and partnership projects to improve bus speed and reliability, working closely with cities, the state DOT, and other transit agencies. She facilitated technical and policy conversations with local agencies, identifying trade-offs between transit, general purpose, bicycle, and pedestrian needs. Her contributions included refining signal timing plans, selecting appropriate transit priority measures, and guiding implementation of queue jumps and lane reallocations.

King County Metro Roundabout Guidance | King County, WA*
Lisa led development of Metro's internal policy guidance for roundabout design and operations. She built internal team consensus, then coordinated external review with WSDOT, Seattle DOT, and other partner agencies to produce a cohesive guidance document standardizing Metro's practices across jurisdictions.

WSDOT Alternatives to LOS Framework and Technical Advisory Group, WA*
Lisa co-led a research and assessment initiative on alternatives to Highway Capacity Manual (HCM) vehicle Level of Service (LOS) metrics as part of WSDOT's Highway System Plan. She led the technical development of analysis frameworks and facilitated the LOS Technical Advisory Group (LOSTAG), with participation from MPO and other regional partners. The findings informed WSDOT's interim guidance and helped shape the policy landscape ahead of 2023 GMA reforms.

WSDOT Complete Streets Implementation, King and Snohomish Counties, WA*
Lisa served as Program Manager for WSDOT's Complete Streets rollout in the state's most complex region, monitoring more than 100 projects and leading cross-disciplinary teams from early planning through design initiation. She facilitated multidisciplinary teams to incorporate safe facilities for active transportation and access to transit into projects, ensuring inclusive community engagement and addressing environmental justice concerns.

* Completed prior to joining Alta



Chloe Ward, PE

Senior Engineer

YEARS OF EXPERIENCE

11 years

EDUCATION

BS, Civil Engineering, Iowa State University

AREAS OF EXPERTISE

Design guidelines

Multi-use trail design

On-street bicycle design

Wayfinding

REGISTRATIONS

Professional Engineer:
CO (#0056849); AZ (#71106);
UT (#11782267-2202);
ID (P-21461); NV (#030607)

PROFESSIONAL ASSOCIATIONS

WTS - Colorado Chapter

Institute of Transportation Engineers

Chloe joined Alta after discovering that her passion for active transportation could be translated into her career as an engineer. With 11 years of transportation engineering experience, Chloe is an expert in bicycle and pedestrian design ranging from small mountain towns to dense urban areas. She works on a range of projects, including on-street bicycle and pedestrian facilities, multi-use pathways and trails, and design guidelines. Chloe has led two rounds of multi-year trainings on bicycle and pedestrian facility design for the Colorado DOT. She also developed and facilitated trainings on Pedestrian and Bicycle Facility Design Course through the National Highway Institute (NHI) of the FHWA. She has provided similar trainings for the MPOs, DOTs, and City staff across the country.

Relevant Experience

FHWA Small Town and Rural Multimodal Networks Guide
Alta developed this guide for FHWA, which translates existing street design guidance and best practices for bicycle and pedestrian safety and comfort to the rural context. Chloe provided engineering perspective by researching existing national design guidance to use in the guide. She also offered a unique perspective from her background working in rural communities to provide insight on the guide's recommendations.

San Luis Obispo Protected Bikeway Standard Detail, CA
Alta was asked to create standard design details for Protected Bike Lanes in a variety of contexts. Alta based these standard details on current national best practices for buffer and bike lane widths, types of protection, curb design, and raised or street-level protected bike lanes. The final standard design details will be used for future design and construction projects in San Luis Obispo for protected bike lanes. Chloe served as Project Manager for this project.

Neighborhood Byway Design Guide & Corridor Designs, Salt Lake City, UT
Chloe is developing conceptual design for three planned corridors as part of this project. As part of the design guide, she is developing standard treatments for roadway crossings, traffic calming, signage and other infrastructure improvements along the City's Neighborhood Byway routes. Alta will also make policy recommendations for data collection, how neighborhood byways interact with the City's traffic calming program, and inter-division coordination. Alta is completing environmental permitting for the Kensington neighborhood byway in preparation for its construction.

Multimodal Options for a Vibrant Economy (MOVE), Glenwood Springs, CO
Alta was part of a multi-disciplinary team performing alternatives analysis along Grand Avenue in Glenwood Springs, focused on options for a new Bus Rapid Transit (BRT) route through Glenwood Springs, with additional consideration for related multimodal improvements, parking utilization, and traffic circulation/efficiencies. Chloe provided multimodal expertise by identifying and preparing conceptual designs for recommended bicycle and pedestrian improvements to encourage active transportation to transit services.



Jesús Contreras

Outreach Lead

Jesús is a planner with a passion for collaborative design practices that center on lived-experiences and elevate community values. As a bike commuter who was born and raised in the Bay Area, Jesús seeks to improve the safety and reliability of active transportation options for all Bay Area residents and visitors. Prior to joining Alta, Jesús worked with bicycle and pedestrian programs at the City of Berkeley.

YEARS OF EXPERIENCE

8 years

EDUCATION

Masters of City Planning, Urban Design & Transportation, UC Berkeley

BA Environmental Studies/ Economics, Sustainability Studies Minor, UC Santa Cruz

AREAS OF EXPERTISE

Independent study administration

Research and site analysis

Outreach and engagement

Data analysis

Quick-build implementation

Survey development and administration

Relevant Experience

Caltrans District 4 Bicycle Superhighways Study, Bay Area, CA
Alta is currently conducting a bicycle superhighway suitability and feasibility study throughout the nine Bay Area counties. The study addresses best practices in bicycle superhighway planning throughout the world and uses advanced data analytics to identify the best state highway corridor candidates for a bicycle superhighway. Jesús serves as a Planner on the project.

Hayward High Injury Network Safety Plan, CA
The Alta team, in partnership with Kimley-Horn, is leading the City of Hayward High Injury Network Safety Plan – an SS4A grant-funded project to redesign three of Hayward's highest priority streets for serious and fatal injury collisions. Alta is leading public outreach, including partnerships with CBOs, for each of the three corridors. The Alta team is also leading advanced data analytics for near-miss collisions at 10 key intersections and is leading design for the Tennyson Road corridor in south Hayward. The project will develop 35% design plans for each of the three corridors with a focus on transformative safety-based countermeasures for vulnerable road users. Jesus is serving as a Planner and leading outreach for this project.

MTC Origin Destination Study, Bay Area, CA
In order to gather information on people who make regional trips on foot, by bicycle or other emerging micromobility modes, MTC hired Alta to design an Active Transportation Origin-Destination Study. Alta will administer a statistically significant survey at multiple points along the Richmond-San Rafael Bicycle-Pedestrian Path, the Dumbarton Bridge, Golden Gate Bridge, and Napa Vine Trail. The study will intercept active transportation corridor users and obtain critical information such as their origin and destination, trip purpose, trip routing, trip length, trip frequency, demographics and attitudes related to both existing and future bicycle and pedestrian infrastructure and programs. Jesús is serving as Planner on the project.

Roseville Active Transportation Plan, CA
Jesús serves as the Planner for the development the City of Roseville's Active Transportation Plan The Plan will focus on improving conditions for people walking, biking, and rolling (i.e., wheeled mobility devices used by people with disabilities, strollers, scooters, skateboards, etc.) throughout the City. The project will address active transportation needs citywide but will focus outreach and recommendations in areas of high need and historical disinvestment. More specifically, Alta is developing a comprehensive understanding of pedestrian and bicyclist needs and issues in the City.



Devan Gelle, LCI

Planning Lead

Devan is a planner whose work is informed by her academic emphasis in international and urban history. Her experience includes research, community outreach, pedestrian and bicycle planning, writing, data analysis, and project management. Devan's interest in the planning profession stems from the ways in which planning can help communities provide equitable and sustainable mobility options for residents and create active and healthy environments for everyone. Her exceptional organizational and communication skills keep projects on schedule and she excels at distilling complex information into digestible formats.

YEARS OF EXPERIENCE

7 years

EDUCATION

MA, History, University of New Orleans

BA, History, Baldwin Wallace University

AREAS OF EXPERTISE

Bicycle and pedestrian planning

Community engagement

Project coordination

Report/memo writing

REGISTRATIONS

League Cycling Instructor, League of American Bicyclists (# 7094)

PROFESSIONAL HIGHLIGHTS

Graduate Teaching Assistant, University of New Orleans, 2017-2019

Relevant Experience

Complete Streets Design Guidelines, Culver City, CA

Devan was the Project Manager on this Complete Streets Design Guidelines document which unifies multiple city mobility plans and policies into a consolidated set of design and implementation standards. Devan organized and compiled previous city policies and documents as well as federal, national, and local design standards to guide the development of the document. As project manager, Devan led the team in the development of dozens of graphics to create a visually rich and informative document for the city, community, and developers. Devan also led unique and engaging outreach activities including walking tours, interactive workshops, and community events.

Bishop Downtown Specific Plan, CA

Alta led the development of a Downtown Specific Plan and Mixed-Use Overlay for the City of Bishop. This work creates a vibrant pedestrian-friendly environment in Bishop's city center by establishing a framework for growth, function, and streetscape aesthetics. The Plan includes development regulations, building and signage design guidelines, mobility recommendations, and implementation strategies. Devan served as a planner on this project and helped write the final Plan. Devan also acted as a project coordinator for this project and reviewed invoices and budget information.

CSU Stanislaus TDM Plan & Parking Feasibility Study, CA

As part of the CSU Stanislaus TDM Study, Devan led the active transportation component for both the Stanislaus and Turlock campuses. Devan evaluated existing walking and biking conditions, including on-campus paths and trails, and off-campus active transportation infrastructure and transit access. Devan identified opportunities to enhance physical infrastructure (i.e. bike lanes and sidewalks) and recommended improvements to educational outreach and wayfinding to encourage walking and biking. Devan also proposed strategies to expand support facilities, including increasing the availability of bike racks and other amenities.

Yorba Linda-Placentia Multi-Agency Active Transportation Plan, CA

As Assistant Project Manager, Devan supported in the management of the Yorba Linda-Placentia ATP, a multi-jurisdictional Plan that included pedestrian, bicycle, and SRTS recommendations. Devan also led the development of the Yorba Linda Trails Master Plan, which was a separate, but complementary element of this ATP effort that identified opportunities to close trail gaps in Yorba Linda. Devan supported the identification of infrastructure improvements and worked closely with both cities to refine the recommendations to best reflect the city and community needs and desires.



Petra Reyes

Planner

Petra comes to Alta after serving an internship with the City of Berkeley, Department of Public Works, Transportation Division. In that role, she conducted community outreach for four projects, coordinated bus stop improvements and service planning between the city and AC Transit, updated the city's micromobility permitting policy by evaluating program data, and developing enforcement mechanisms to promote equitable distribution of services. She also designed visual aid materials, including the city's warning citation for daylighting implementation. Her role also included analysis of geospatial data to project the impact of expanding residential parking permitting.

YEARS OF EXPERIENCE

3 years

EDUCATION

Master of City Planning, Master of Public Health, UC Berkeley

BA, Political Science; Minor in Law and Public Policy, University of Southern California

AREAS OF EXPERTISE

Outreach and stakeholder engagement

Data analysis & visualizations

Relevant Experience

Campbell Multimodal Transportation Plan, CA

Alta is helping the City develop a plan that will act as a significant catalyst in modifying how the City provides for the mobility needs of its community members. The plan will focus on sustainable transportation improvements, creating a comprehensive and interconnected bicycle and pedestrian system that serves users of all ages and abilities. Petra developed existing conditions maps and conducted the plan review for this project.

Cupertino Active Transportation Plan, CA

Alta is working with the City of Cupertino to develop the City's first Active Transportation Plan. This effort will combine and prioritize recommendations from the Vision Zero Action Plan, Pedestrian Plan, and Bike Plan. Petra contributed to the existing conditions memo and developing pedestrian project recommendations. Petra also led the development of the phase 2 outreach materials and presented at the Planning Commission.

Hayward High Injury Network Safety Plan, Hayward, CA

Alta is working with the City of Hayward to develop a High Injury Network (HIN) Safety Plan. This plan focuses on reducing fatal and serious injury on in two corridors along the HIN. Petra contributed to public outreach planning and staffing. She also contributed to the Advanced Analytics Memo.

Berkeley Bike Plan Update 2024, CA

Alta is working with the City of Berkeley to update their Bike Plan (2017). This effort revisits the previous bike plan, updates recommendations, and develops new ones. Petra contributed to the implementation strategy and plan document preparation tasks.



Migi Lee

Transit Planner

Migi is a well rounded transportation planner with particular expertise in transportation demand management (TDM) and NEPA/CEQA documents. She offers a broad range of experience in the successful implementation of TDM programs, including processing user data to identify target populations for carpool matching opportunities and assessing service gaps in transit and bicycle connections. Her comprehensive California Environmental Quality Act (CEQA) experience comprises Initial Studies, Negative Declarations, Mitigated Negative Declarations, and Environmental Impact Reports/Environmental Impact Statements (EIR/EIS) for projects ranging from large-scale redevelopment and infrastructure projects to modest urban infill developments.

YEARS OF EXPERIENCE

18 years

EDUCATION

MS, Urban Planning, Columbia University, New York

BA, Architecture, UC Berkeley

AREAS OF EXPERTISE

NEPA/CEQA

Transportation impact studies (TIS)

Multimodal circulation studies

Transportation management plan (TMP)

VMT analysis

Transportation demand management (TDM)

Relevant Experience

SFMTA Zero Emission Bus Project, San Francisco, CA
Migi assessed staffing and workforce training implications of SFMTA's transition to a zero-emission, battery-electric bus (BEB) fleet. She conducted interviews with staff across Transit Operations, Fleet Maintenance, and Maintenance of Way to document existing procedures and anticipated changes resulting from BEB deployment. Migi also synthesized staff perspectives to identify future operational and training needs and supported development of recommendations informed by SFMTA staff input, training providers, and peer public transit agencies operating BEB fleets. She helped develop recommendations informed by SFMTA staff input, training providers, and peer transit agencies operating BEB vehicles.

LA Metro Countywide Bus Rapid Transit System Study, Los Angeles County, CA
Migi was the transportation planner responsible for analyzing systemwide bus ridership in Los Angeles County and identifying a priority list of 12 potential BRT corridors. The project analyzed existing ridership data for approximately 100 candidate LA Metro and other regional and municipal bus lines in the 12 corridors. Based on that analysis, the team selected 12 priority BRT corridors (out of a total of 43 candidate corridors) with the most potential ridership.

Broadway BRT, Oakland, CA
Migi was the Project Manager for this project. An existing BRT, previously implemented by AC Transit, already exists along Broadway from 20th to 11th Street. This project will extend it further south to 2nd Street near the Waterfront and north to Grand Avenue. Migi led both parking and traffic studies and collaborated with the project team on alignment and intersection design. The 100% design plan had been submitted to the City of Oakland for approval.

Van Ness Avenue Bus Rapid Transit Project EIS/EIR, San Francisco, CA
Migi performed the transportation analysis for the Van Ness Avenue BRT EIR/EIS, evaluating conversion of a six-lane arterial to a two-lane transit-focused corridor. Migi analyzed traffic diversion to parallel routes and modal shift impacts associated with BRT implementation. She also completed technical analyses for multiple BRT configurations across two horizon years in coordination with SFCTA.



Terri O'Connor, AICP

Curbside Management Lead

Terri has 20 years of experience as a transportation planner in California, including award-winning work for the Metropolitan Transportation Commission, the City of San Diego, and BART. Terri's work emphasizes a community-based consensus-building process to develop guiding principles, which are used to steer the development of transportation planning efforts. She has a track record of addressing parking needs and developing innovative parking management strategies for downtowns and neighborhoods and has successfully developed parking management plans for the Cities of Menlo Park, Redwood City, Mountain View, Los Altos, San José, San Mateo, Napa, Emeryville, and Berkeley.

YEARS OF EXPERIENCE

20 years

EDUCATION

MS, Transportation Engineering/City Planning, UC Berkeley

MEM, Engineering Management, Dartmouth College

BS, Civil and Environmental Engineering, Northeastern University

AREAS OF EXPERTISE

Transportation demand management (TDM)

Innovative parking management strategies

Parking management plans

Transit-oriented developments

Regional parking policy development

REGISTRATIONS & CERTIFICATIONS

American Institute of Certified Planners (#02273)

Relevant Experience

Five Wounds Urban Village Specific Plan, San Jose, CA
Alta is working with the City of San Jose to develop a district-wide shared parking approach that draws on policy recommendations from the 28th Street VTA TOC Playbook and lessons learned in the Berryessa Urban Village (BBUV) Parking and TDM Program. The Berryessa program was led by Terri (while working for a former employer) and established a development-based incentive framework for an urban village shared parking district and transportation management process, all of which are directly applicable to the project study area.

VTA Transit Pass and TDM Policy Guidelines, Santa Clara County, CA
Under an on-call contract, Alta was engaged by VTA to evaluate three (3) transit pass scenarios for their potential to add new transit riders on VTA's services for the purpose of developing a TOD transit pass policy. Additionally, Alta developed detailed guidelines for the implementation of a TOD TDM Policy. The effort included support at city stakeholder, committee, and board meetings. The revised TOD TDM policy was approved by the VTA Board of Directors on January 11, 2024.

Shoreline Transportation Study, Mountain View, CA*
Terri worked as Deputy Project Manager, analyzing how multimodal transportation policies and investments would affect the Shoreline area in accommodating the City's planned growth and achieve General Plan objectives through transit and alternative modes.

BayFair BART Station Area Improvement Plan (SAIP), San Francisco, CA*
BART partnered with the City of San Leandro, the County of Alameda, and Madison Marquette, owners of San Leandro's Bay Fair Center, to improve safety and security around the half-mile radius of the Bay Fair Station area. Terri was a member of the consultant team led by Placeworks. She served as parking and mobility advisor for the SAIP. During the Bay Fair BART TOD & Access Plan process, the issues of personal safety and security emerged as the biggest concern for the Bayfair community and BART patrons alike. The plan won the 2010 Focused Issue Planning Award of Merit, California APA, Northern Section.

* Completed prior to joining Alta



Maggie White, PE

Engineer

Maggie is a Professional Engineer with strong experience designing projects from concept level alternatives through final design. Her project experience includes interdisciplinary design reviews, coordination and collaboration with consultants, working on 3-D intersections and corridor designs, ADA curb ramps, Complete Streets, as well as roadway design and signing and striping projects. She is inspired to work on active transportation projects that increase the connectivity of the community where she lives.

YEARS OF EXPERIENCE

7 years

EDUCATION

BS, Civil Engineering, University of California Los Angeles

AREAS OF EXPERTISE

ADA curb ramp design

Complete streets design

Signing and striping

REGISTRATIONS

Professional Engineer, California (#96787)

Relevant Experience

People Movement Improvements, Glendora, CA

Alta is delivering the final design for the People Movement Project, which is part of the City of Glendora Sustainable Multimodal Improvement Project Phase 1 (contracted through the San Gabriel Valley Council of Governments). This phase of the project is comprised of two projects: Glendora Avenue Project and Little Dalton Wash Project, which together will deliver key first/last mile connectivity improvements to the Metro A Line and fully develop the Glendora Urban Trail System. The Glendora Avenue project requires the construction of a half mile of raised Class IV protected bikeway and pedestrian improvements. The Little Dalton Wash project consists of 1.7 miles of Class I bicycle and pedestrian facilities to provide connectivity between the Colby Trail and Dinkbiner Park. The design includes intersection crossing improvements, an on-street Class III bike route due to tight right-of-way constraints, native landscaping, and park amenities. Maggie designed the class IV bike lane as well as expanded sidewalks, bus pullouts and a roundabout.

73rd Active Routes to Transit, Oakland, CA

Maggie designed three alternative design approaches for adding bike facilities to 73rd Avenue. The three alternatives included a median bike path, frontage roads with bike sharrows, and a buffered bike lane.

East Palo Alto Traffic Circle Concepts, CA

Alta is preparing 30% conceptual plans and an estimate for two mini-roundabouts on Pulgas Avenue in the City of East Palo Alto. The City of East Palo Alto constructed two Quick Build traffic circles and based on feedback the City received, they wanted to move forward with constructing a more permanent and aesthetically pleasing solution. Alta is working closely with the City to incorporate a design that will accommodate SamTrans buses. Designs include a left turn for a bus around these mini-roundabouts using AutoTurn and field measurements to determine an approximate roadway width and intersection geometry.

7th Street Connection Project, Oakland, CA

Maggie designed and analyzed three buffered and protected bike lane alternatives along the 7th Street corridor. She also designed the signing and striping plans for the most preferred alternative. The project is adding bike lanes on the 7th Street corridor between West Oakland BART at Mandela Parkway to Martin Luther King Jr. Boulevard.



Amanda Zucker, PE

Engineer

Amanda has nine years of progressive experience in land development, stormwater and utility design, and project coordination across public and private sectors. Her proven track record in managing multidisciplinary teams, preparing construction documentation, and leading agency submittals is demonstrated in strong technical background in AutoCAD, grading and drainage, roadway and utility design. She is passionate about sustainable engineering, effective mentorship, and delivering efficient, regulatory-compliant solutions throughout the Bay Area.

YEARS OF EXPERIENCE

9 years

EDUCATION

BS, Civil & Environmental Engineering, University of California, Davis

AREAS OF EXPERTISE

AutoCAD

Civil 3D

Land Development Site Planning

Surveying

Stormwater Design

Utility Design

Pavement Design

REGISTRATIONS

Professional Civil Engineer: CA (#96971)

Relevant Experience

Adeline Street Transportation Improvements, Berkeley, CA

Amanda is serving as the Project Engineer helping the city identify specific locations along the Adeline Street corridor for people centric spaces and locations for sustainable infrastructure improvements and significant bicycle and pedestrian safety upgrades. Tasked with performing analysis to re-configure Adeline Street from a 6-lane roadway to a 4-lane roadway, this project will add a separated bike lane and increase sidewalk widths along the entire stretch of Adeline Street within the project limits.

Metro Crossing, Fremont, CA*

As Project Coordinator, Amanda developed engineering PS&E's and Safe Routes to Schools Plan for a site plan including residential condos, mixed-use development, affordable housing, apartments, clubhouse, parking. She developed master plans for sitewide accessibility and phasing plans for construction. Amanda provided technical training to the engineering team to develop plans on AutoCAD and led coordination with the project architect, landscape architect, joint trench and consultants, surveyors, mapping, City, and Client. As part of the SRTS component, she designed intersection improvements and improved sidewalk and bike paths, and coordinated with agencies and stakeholders to design roadway under BART/UPRR/VTA overpass. She prepared maps, such as plats & legals for easements and lot line adjustments. The purpose of the project is to provide a transit-oriented-development (TOD) adjacent to BART public transit station.

The Greenway, Sunnyvale, CA*

As Project Manager, Amanda prepared engineering PS&E's and bond estimates for a residential development project converted from a previously commercially zoned district. She performed design of the site plan and adjacent streets, stormwater and utilities, signing & striping, and Rails to Trails conversion, and developed master plans for sitewide accessibility. Amanda provided technical training to the engineering team to develop plans on AutoCAD and led coordination with the project architect, landscape architect, joint trench and MEP consultants, surveyors, mapping, City, and Client. The purpose of the project is to develop high-density residential in close proximity to regional transit while developing a bicycle and open space network and addressing California's housing shortage crisis.



Nina Napolitano

Manager of Public Affairs/Outreach Lead

Nina is a Manager of Public Affairs at Bodewell Group. In this role, she uses her background in public information, government relations, crisis communications, community outreach, and strategic planning to provide communication services to a variety of public and private clients in the state of California. Before joining Bodewell, Napolitano worked as a Senior Communications Specialist for the Virginia Department of Transportation (VDOT), where she spearheaded multiple award-winning transportation outreach and public safety campaigns.

YEARS OF EXPERIENCE

13 years

EDUCATION

BA, Broadcast Journalism
University of Maryland, College Park

AREAS OF EXPERTISE

Government Affairs

Crisis Communications

Construction/Transportation

PROFESSIONAL HIGHLIGHTS

PRSA Hampton Roads Chapter, Pinnacle Award, Community Relations for "64 Express Lanes" 2018

Governor's Transportation Safety Award Winner for "National Work Zone Awareness Week" 2018

Drive Safe HR Martin H. Schlosser Award for Traffic Safety Activism 2018

Relevant Experience

TradePort California, Fresno, CA

Fresno Council of Governments (FCOG) is studying potential locations for its proposed TradePort California (TradePort CA) project. TradePort CA is a proposed shipping hub designed to facilitate the movement of goods to and from the Central Valley. Choosing the right location ensures goods can move from trucks to trains seamlessly, reducing traffic, cutting down on impacts to local communities, and reducing the amount of truck-related emissions in the region. Napolitano drafted copy for an upcoming public survey and coordinated updates to outreach materials. She also participated in client calls to discuss key objectives and assignments.

Lockeford-Lodi, San Joaquin County, CA

Pacific Gas & Electric (PG&E) has proposed construction of a new 230 kV transmission system with approximately 10.6 miles of new 230 kV power lines, multiple updates to existing substations, and several newly constructed facilities amidst other improvements. The goal is to address reliability and capacity issues in the area. Napolitano has participated in client calls to discuss emerging project needs, and she has also drafted updates to the public outreach plan based on client feedback.

Paso Robles Area Reinforcement Project, Paso Robles, CA

PG&E is undertaking 3 miles of reconductoring work between the Paso Robles Substation and Buena Vista Substation in Paso Robles, CA. The project includes removing aging electrical equipment and replacing it with new power lines and conductors. The goal is to improve reliability and support future development in the area. Napolitano conducted extensive research to understand the background of this project and identified stakeholder stances to support the public outreach strategy. She also drafted key updates to materials to reflect emerging developments.

Stakeholder Engagement and Public Education Program, Fresno, CA

The City of Fresno Department of Public Utilities (DPU) is planning a public education campaign to improve the efficiency and effectiveness of its recycling program. Currently, a lack of awareness about how to dispose of materials correctly is creating cost overruns and diverting valuable tax dollars from other potential projects in the city. As the project continues to develop, Napolitano will support with creating and coordinating delivery of materials.



Jordan Baez

Account Coordinator/Outreach Support

Jordan is an Account Coordinator at Bodewell Strategies, where she plays an integral role in developing and executing communication and public outreach campaigns for a wide range of clients, particularly in the areas of water, land use, and transportation. With a keen ability to craft engaging, innovative content, Jordan specializes in creating compelling messaging across diverse platforms, including social media, newsletters, press releases and other marketing collateral.

YEARS OF EXPERIENCE

5 years

EDUCATION

AA, Communications, Fresno City College

AREAS OF EXPERTISE

Press Release Writing & Distribution

Social Media - Caption Writing

Multicultural Outreach

Social Media Management

PROFESSIONAL HIGHLIGHTS

CalSPRA - 2023 Award of Merit

General Publications / Collateral Materials

CalSPRA - 2023 Award of Merit

Internal Communications Campaign

CalSPRA - 2024 Award of Merit

Multimedia / Visual Communication

Relevant Experience

Microtransit Feasibility Study, Madera, CA

Jordan developed an engagement plan designed to facilitate outreach efforts and to collect community feedback regarding the study. Additionally, she coordinated the project website by securing a contract with Social Pinpoint and managing the development of the messaging platform, which provided guidance for all associated communication materials.

Madera County Transportation Commission 2026, Regional Transportation Plan and Sustainable Communities Strategy, Madera, CA

This project will engage Madera County residents in the development of the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS) through extensive outreach across multiple platforms.

Jordan will educate the public about the RTP/SCS process, ensuring broad awareness using the “Rule of 7” to reach people in diverse ways. By partnering with community leaders and stakeholders, she will form a network of transportation advocates to promote participation. The outreach will be inclusive, with tailored communications, multilingual materials, and accessible venues, ensuring all communities.

Community Resource Center, Greater California

Contribute to the development and delivery of comprehensive training materials for over 1,000 staff members in preparation for their roles at Community Resource Center (CRC) sites during Public Safety Power Shutoffs (PSPS) and extreme weather events.

This included creating and standardizing content on emergency protocols, customer service best practices, safety measures, and resource management, ensuring that all staff were equipped with the necessary knowledge.