

PLANNING AND DEVELOPMENT DEPARTMENT

MEMORANDUM 17-09

DATE: February 27, 2017
TO: Honorable Mayor Joyce Downing and City Council Members
FROM: James A. Hayes, AICP, City Manager *JH*
Brook Svoboda, Director of Planning and Development *BS*
Ashley Kaade, Senior Planner *AK*
SUBJECT: CR-27 – Bicycle and Pedestrian Master Plan, Award Professional Services Agreement to Alta Planning + Design

Background Information

The Bicycle and Pedestrian Master Plan project, led by the Planning Department, will consist of gathering data, organizing citizen input, identifying priorities, establishing council goals and objectives, developing recommendations for citywide improvements and shaping an implementation program. Several goals for the Plan include increasing connectivity from residential areas to commercial areas and local and regional amenities such as parks and civic spaces, maximizing use of existing trail system and underutilized roadway network, and improving accessibility for low-income communities and people with disabilities.

Key scope of work components:

- Community and council engagement
- Existing conditions inventory
- Identification of opportunities and constraints
- Data analysis and evaluation
- Master Plan vision and goals
- Final Master Plan report

Selection Process - Request for Proposal

Two (2) formal proposals were received by the City on February 3rd as solicited by a Request for Proposals (RFP) titled City of Northglenn Bicycle & Pedestrian Master Plan. Representatives from six firms attended a pre-bid conference on January 9th. Follow-up phone calls to firms who did not submit a proposal indicated that they either had capacity issues or felt their firm would not be competitive based on others present at the pre-bid meeting.

Scoring Criteria

The RFPs were evaluated by City staff based on the following criteria:

- | | |
|--|--|
| • Submittal responsiveness | • Reference project |
| • Qualifications and experience of consultant team | • Project Approach/Methodology |
| • Utilization commitment and management of consultant team | • Public Engagement Process |
| | • Innovative approach/Additional value to the project. |

Following the review of the RFPs, the selection committee conducted interviews of the two (2) candidates. The interview included a presentation by the candidate on why their team should be selected, followed by a question and answer period. Each finalist responded to five (5) questions related to the scope of work and project approach as well as specific questions the selection committee had to clarify information presented in the proposals. The selection committee met to qualitatively review candidate presentations and responses to interview questions and made a final recommendation for selection; the outcome/ranking from the interview is listed below.

Scoring Results:

RFP Evaluation

The ranking for the finalists following the RFP review process was as follows (points out of a possible 140 included):

- | | |
|----------------------------------|-----|
| 1. Alta Planning + Design (Alta) | 122 |
| 2. Felsburg Holt & Ullevig (FHU) | 105 |

Interview Evaluation

The cumulative ranking for the finalists following the interview process was as follows (fee proposal included):

- | | |
|---------|---------------|
| 1. Alta | (\$99,928.00) |
| 2. FHU | (\$94,116.00) |

Alta was identified as the most qualified firm to complete the Bicycle & Pedestrian Master Plan based on the following:

- Project Approach: The project approach was well thought-out and included a high level of detail of how to successfully implement components of the scope of work. A particular strength included the incorporation of Healthy Eating and Active Living (HEAL) and equity components.
- Project team: The project team exhibited technical expertise and experience with similar projects. They also demonstrated a strong understanding of the unique nature and needs of Northglenn.
- Reference project: The reference project was similar in scope and scale to the Northglenn project.
- Public Engagement Process: The team provided the strongest approach to engaging both the Council and community, including an innovative approach to walk and bike audits.

Review Team:

Brook Svoboda	Director of Planning and Development
Amanda Peterson	Director of Parks and Recreation
Becky Smith	Planning Manager
Eric Ensey	Senior Planner
Ashley Kaade	Senior Planner

Budget

The project was identified as part of the 2017 Budget with an appropriation of \$120,000, Under the Planning Division's Professional Services Account. The contract amount (\$99,928.00) is within the budgeted amount. The appropriation includes budget allocation for implementation of a pilot project, which could include signage, striping, etc. and miscellaneous project costs such as supplies for public engagement opportunities and production of plan documents and collateral materials.

Alta Planning & Design	\$99,928.00
Pilot demonstration project	\$15,000.00
<u>Miscellaneous project costs</u>	<u>\$5,072.00</u>
Planning Division Professional Services	\$120,000.00

Annual Operating Cost Impact

This project contemplates an implementation plan for future capital improvements. Depending on the outcome of this planning exercise annual operating costs will be identified as a project deliverable.

Schedule

The project has a schedule of approximately 10 months, beginning in March and concluding in December 2017. (Refer to Attachment 2 for a more detailed schedule)

Staff Recommendation

Staff recommends approval of CR-27 authorizing the Mayor to execute a contract between the City of Northglenn and Alta Planning + Design.

Staff Reference

Brook Svoboda, Director of Planning & Development	bsvoboda@northglenn.org	303.450.8937
Ashley Kaade, Senior Planner	akaade@northglenn.org	303.450.8836

Attachments

- Attachment 1 Formal Bid Summary
- Attachment 2 Alta Planning + Design Request for Proposal



CITY OF NORTHGLENN
FORMAL BID SUMMARY

BID NUMBER: RFP 2017-001

BID NAME: City of Northglenn Bicycle & Pedestrian Master Plan

DEPARTMENT: Communications

ATTACHMENT 1

	BID RECEIVED	BID RECEIVED	BID RECEIVED	BID RECEIVED	BID RECEIVED
	Felsburg Holt & Ulevig				
DATE DUE: 2/3/2017	DATE: 2/2/17	DATE:	DATE:	DATE:	DATE:
TIME: 10:00 a.m. MST	TIME: 3:40 p.m.	TIME:	TIME:	TIME:	TIME:
Addendum 1	YES				

Betty Nob
Finance Department

W. Allig
City's Clerk's Office

2/3/17
Date

**CITY OF NORTHGLENN:
BICYCLE AND PEDESTRIAN MASTER
PLAN**

PROPOSAL NO. 2017-001

February 3, 2017

**PREPARED BY:
Alta Planning + Design**



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PROPOSAL NO 2017-001

ISSUE DATE 01/04/17

REQUEST FOR PROPOSAL (RFP) COVER SHEET

PROPOSAL TITLE: City of Northglenn Bicycle & Pedestrian Master Plan

SUBMISSION DEADLINE: 10:00 AM on Feb 3, 2017

SUBMIT PROPOSAL TO: City Clerk's Office
11701 Community Center Dr
Northglenn CO 80233
or
rfp@northglenn.org
or
www.govbids.com

CONTACT: Becky Smith, Planning Manager

EMAIL: bsmith@northglenn.org

PHONE: 303-450-8741

Bidding instructions and drawings are available at the Rocky Mountain E-Purchasing website at:
<http://govbids.com/scripts/co1/public/home1.asp>.


MANDATORY PREBID CONFERENCE: No

DATE & TIME: Jan 9, 2017 at 2:00PM

LOCATION: 11701 Community Center Dr, Northglenn, 80233 @ City Hall Council Chambers

The undersigned hereby affirms that (1) he/she is a duly authorized agent of the vendor, (2) he/she has read all terms and conditions, requirements, and instructions of this bid as stated or implied, (3) the vendor warrants that he/she is familiar with all provisions of the contract documents and technical specifications which were made available in conjunction with this solicitation and fully understands and accepts them unless specific variations have been expressly listed in his/her offer, (4) that the offer is being submitted on behalf of the vendor in accordance with any terms and conditions set forth in this document, and (5) that the vendor listed on the bid submission must match all contract and insurance documents submitted upon award.

PRINT OR TYPE YOUR INFORMATION

Company <u>Alta Planning + Design</u>	Fax Number <u>(503) 230-9864</u>
Address <u>1836 Blake Street, Suite 100</u>	City, State Zip <u>Denver, CO 80202</u>
Contact Person <u>Joe Gilpin</u>	Title <u>Vice President</u>
Email <u>joegilpin@altaplanning.com</u>	Phone <u>(406) 624-6117</u>
Signature 	
Print name <u>Joe Gilpin</u>	

PROPOSAL FORM

City of Northglenn
11701 Community Center Drive
Northglenn, Colorado 80233-8061

PROPOSAL: Pursuant to the “advertisement for proposal” for the above named project, and being familiar with all contractual requirements therefore, the undersigned bidder hereby proposes to furnish all labor, materials, tools, supplies, equipment, transportation, services and all other things necessary for the completion of the contractual work, and perform the work in accordance with the requirements and intent of the contract documents, within the time of completion set forth herein, for, and in consideration of the following prices.

Proposal of Alta Planning + Design (hereinafter called **BIDDER**) organized and existing under the laws of the State of California doing business as Corporation *. To the **CITY OF NORTHGLENN** (hereinafter called **CITY**). In compliance with your advertisement for bids, **BIDDER** hereby proposes to perform WORK on

City of Northglenn Bicycle & Pedestrian Master Plan - 2017-001

in strict conformance with the **CONTRACT DOCUMENTS**, within the time set forth therein, and at the prices stated below.

By submission of this **BID**, each **BIDDER** certifies, and in case of a joint bidder each party thereto certifies as to his own organization that this **BID** has been arrived at independently, without consultation, communication, or agreement as to any matter relating to this **BID** with any other **BIDDER** or with any competitor.

BIDDER hereby agrees to commence **WORK** under this contract on or before a date to be specified in the **NOTICE TO PROCEED** and to fully complete the **PROJECT** as indicated in the General Conditions.

BIDDER acknowledges receipt of the following **ADDENDUM**:

Addendum 1

*Insert "a corporation", "a partnership", or "an individual" as applicable.

Sub-contractors (if any): Work they will perform:

1. _____ Email: _____

2. _____ Email: _____

3. _____ Email: _____

Please provide a complete and accurate list of at least three references and contact phone numbers:

1. Chris Gray, City of Westminster Phone: (303) 658-2400
Email: cgray@cityofwestminster.us

2. Nicole Ankeny, RLA, ASLA, CPSI Phone: (303) 658-2226
Email: nankeney@cityofwestminster.us

3. Scott Walker, City of Billings Phone: (406) 247-8661
Email: walkers@ci.billings.mt.us

Respectfully submitted,



Joe Gilpin

Signature

1836 Blake Street, Suite 100, Denver, CO 80202

Address

Vice President

Title

1/30/2017

Date

n/a

License Number
(If Applicable Signature)

(406) 624-6117

Phone Number

(Seal, if Proposal is by a Corporation)



Attest



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1836 Blake Street, Suite 100
Denver, CO 80202
(720) 524-7831
www.altaplanning.com

February 3, 2016

Becky Smith, Planning Manager
City Clerk's Office
11701 Community Center Dr.
Northglenn, CO 80233

Re: Proposal for City of Northglenn Bicycle and Pedestrian Master Plan

Dear Ms. Smith and Members of the Selection Committee:

Alta Planning + Design (Alta) is pleased to submit this proposal to lead development of the Northglenn's Bicycle and Pedestrian Master Plan. Communities across the Front Range are recognizing the health, economic, and environmental benefits of becoming more walk- and bicycle-friendly places; we applaud your goal of improving active transportation conditions in Northglenn to enhance connections to key destinations and make Northglenn a more active community. As the nation's leading active transportation firm, Alta is eager to provide our specialized services to help move Northglenn toward this goal.

Alta Project Manager Sam Piper's recent focus has been improving bicycle and pedestrian accessibility along the US 36/I-25 Corridor. Along these corridors, communities like Northglenn are reaching their build-out limits, and in order to grow, are focusing on redeveloping land into denser, mixed use areas. Concurrently, they are re-evaluating their roadway networks and developing Complete Streets, with stronger bicycle, pedestrian, and transit connections to maximize their networks and provide safer connections for all trip types. The development of this plan will establish a vision for Northglenn to become a more walk- and bike-friendly community, and clearly define next steps to implement this vision.

Sam's public outreach in adjacent communities provided insight that there is a strong desire for better walking and bicycling connections from all types of residents, regardless of their background. This perspective was verified when Sam toured Northglenn recently. During this tour, he saw children walking to school, people walking and bicycling to transit stations to start their daily commute, and joggers on Northglenn's trails. Young and old, students and professionals—people in Northglenn want to be able to walk their children to school and bicycle to Croke Reservoir, the Wagon Road Park-n-Ride, or other destinations safely and comfortably.

The unique qualification of our team include:

Local Knowledge Coupled with National Experience: The staff proposed for this project are based in Denver and are leaders in the field of bicycle and pedestrian planning and analysis. Our work in Westminster, Fort Collins, Denver, Boulder, Jefferson County, and other Front Range communities has given us a unique perspective to planning for bicycle and pedestrian improvements in northern Colorado. Sam also has access to Alta experts nationwide; Alta has completed more bicycle and pedestrian plans and studies than any other firm in the country. We are proud to have designed and implemented over 9,000 miles of bikeways, walkways, and trails nationwide.

Health Integration: The mission of Alta is to create healthy, active communities. Our staff focus on this mission daily, improving public health through designing better pedestrian and bicycle facilities. Senior Project Advisor Chris Danley is a national leader in the intersection of public health and transportation. Throughout the planning process, we will be motivated by the idea that improving walking and bicycling in the community can positively impact public health.

Data-Driven Planning: Alta recognizes that community leaders rely on data to make informed decisions, especially when it comes to making transportation investments. Alta has pioneered the development of data-driven models tailored specifically for suburban communities, which calculate the relative demand for walking and bicycling in communities, and assess the supply of facilities to expose gaps in the network. Additionally, we couple our technical analysis with field observations, to provide confidence that the results of the models are accurate.

Effective Engagement: People live increasingly busy lives, and fewer people today have the opportunity to attend conventional public meetings than in the past. To make it easier for people to learn about and provide input for this plan, Alta will lead a diverse range of public engagement activities that will inform every step of the planning process. Sam and Chris are specialists in engaging people who have never been involved with a planning project before. Along with the rest of our team, we will execute a meaningful public outreach program that successfully captures where the public and stakeholders desire improvements.

Implementation Focused: Alta has led the development of guidance for innovative bikeway and pedestrian facilities for over 20 years. As Principal-in-Charge, I helped author the NACTO *Urban Bikeway Design Guide*, which provided the first national guidance for the design of separated bike lanes, bicycle boulevards, and intersection treatments. Alta recently authored FHWA's *Small Town and Rural Multimodal Network Guide*, which introduces innovative designs in less urban contexts. Alta will use this experience to develop feasible recommendations that can be implemented.

Throughout the project, Sam will serve as the Project Manager and your point of contact. He will be supported by our Denver-based planning and engineering staff, including Tom Natwick, a Colorado-licensed Professional Engineer. Together, our team offers the City of Northglenn the expertise needed to complete the requested scope of work efficiently and on schedule.

Please contact me at (406) 624-6117 or joegilpin@altaplanning.com with questions regarding this proposal. For interview or selection notification purposes, please also contact Sam Piper at sampiper@altaplanning.com or (720) 726-6004.

Sincerely,



Joe Gilpin, Vice President and Principal-in-Charge

Alta Planning + Design



Our team is committed to helping Northglenn become safer and more active by improving walking and bicycling conditions for people of all ages. We look forward to working with the City and the community to find solutions that will lead to safer routes to destinations where people live, work, learn, and play.



Executive Summary

Alta's mission is to create active communities.

Alta Planning + Design is North America's leading multimodal transportation firm that specializes in the planning, design, and implementation of bicycle, pedestrian, park, and trail corridors and systems. Ownership has not changed since the firm was founded in 1996 (under the name Alta Transportation Consulting, later changed to Alta Planning + Design in 2001). Alta has more than 200 staff in 32 offices across North America, including our headquarters in Portland, Oregon.

PROJECT TEAM

The majority of this work will be conducted in Alta's Denver office, where Project Manager Sam Piper is based. Joe Gilpin will provide QA/QC and oversight as Principal-in-Charge, and Chris Danley will serve as Senior Advisor. Tom Natwick, PE, will serve as Project Engineer, leading development of cost estimates, and Chloe Ward, EIT, will support planning, design, and public engagement efforts. Finally, Charlie Creagh will serve as Project Planner. Alta is proud to offer all the in-house expertise necessary to efficiently complete this project.

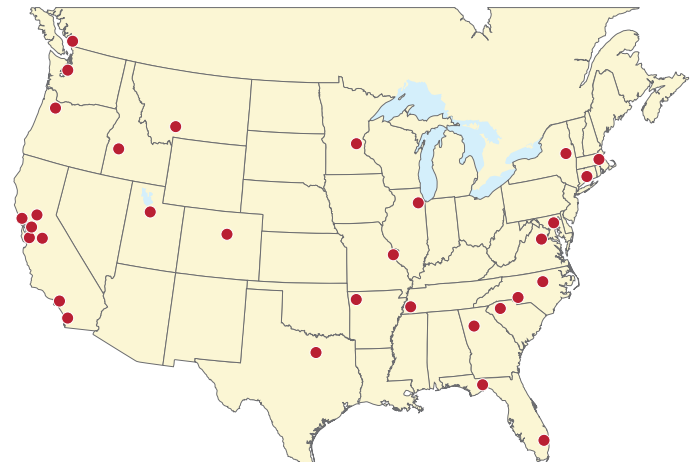
DEDICATION

Alta staff are at the forefront of the sustainable transportation movement. We are active in the Association of Pedestrian and Bicycle Professionals (APBP), the Institute of Transportation Engineers, the Transportation Research Board, the Complete Streets Coalition, and have conducted national studies for the U.S. Department of Transportation. Alta is proud to be a co-author of the NACTO *Urban Bikeway Design Guide*, and a founder of the Initiative for Bicycle & Pedestrian Innovation at Portland State University.

Alta provides a full range of services including:

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

OFFICE LOCATIONS



Project Team

Organization Chart



Time Commitment

Joe Gilpin 10%
Sam Piper 50%
Chris Danley 25%
Tom Natwick 10%
Chloe Ward 25%
Charles Creagh 40%
Jung Lee 5%

Alta will manage this project through a collaborative process that provides local resources connected to a national network of skills for specific project tasks. This team has extensive experience crafting citywide bicycle and pedestrian, trail, greenway, and multi-modal transportation plans across Colorado and the United States.

Your main contact for this effort will be Project Manager Sam Piper. Sam has focused his career on active transportation planning and design, and understands the unique characteristics of suburban communities. His experience managing complex planning projects, such as Westminster’s Multimodal Action Plan, demonstrates his ability to deliver high-quality plans on time and within budget. Sam will be responsible for overall project management and day-to-day responsibility for communications, coordination, and project budgeting.

Joe Gilpin, Principal-in-Charge (PIC), offers 16 years of active transportation planning and design experience in mountain communities. His key role in the development of NACTO’s *Urban Bikeway Design Guide* and the FHWA *Small Town and Rural Multimodal Networks*

guide will help see that this plan is realistic and implementation-focused. Joe will be responsible for overall project leadership and quality control.

Chris Danley will serve as Senior Advisor, providing key input during development of all deliverables. Chris offers over ten years of transportation planning experience with an emphasis on active living planning and health integration, as well as meeting facilitation.

Please find full resumes in the Appendix of this proposal.

Project Management

Alta realizes that effective project management requires communication skills that facilitate a common expectation of project outcomes. Sam is an experienced Project Manager and will maintain open lines of communication to provide quality, cost, and schedule control. He will be in regular contact with City staff to keep them apprised of the project effort and to seek their input at key decision points. This will include face-to-face meetings, e-mails, telephone calls, and bi-weekly project status reports.

Technical Memorandums

Each phase of this project will be punctuated by technical memorandums that are intended to be advance drafts of the eventual sections of the final report. By the time a full draft report is available, Northglenn staff will have reviewed much of the material prepared during the planning process.

Schedule and Budget Management

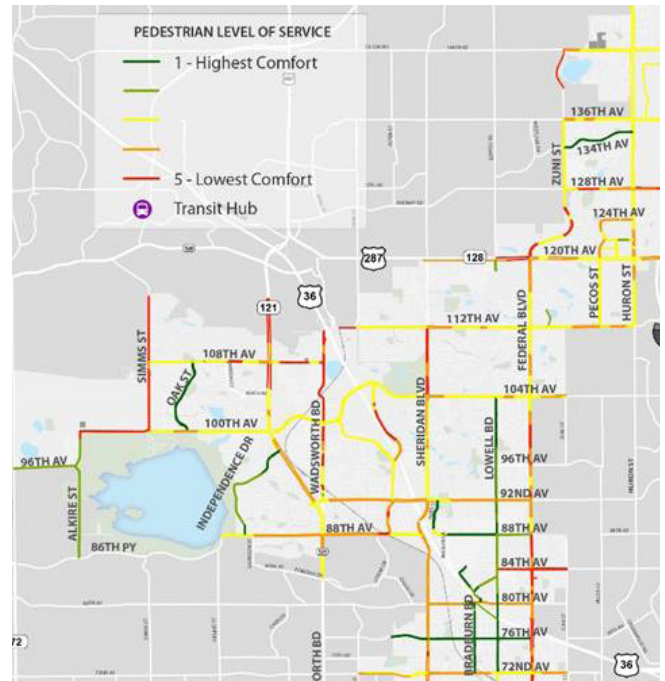
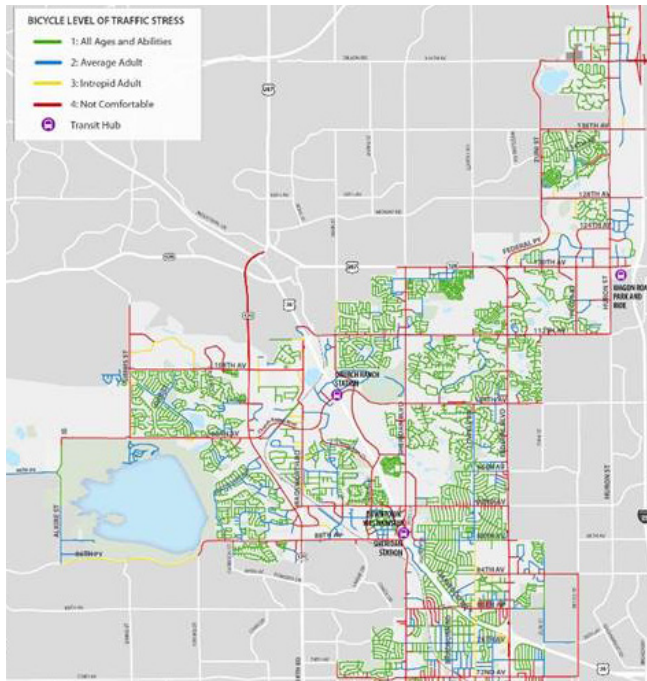
Alta uses Deltek Vision to manage the budgeting and scheduling portion of projects. Alta’s Project Managers are able to track costs in real time, maintain a schedule of future labor hours, and produce monthly progress reports. This systems keeps staff from becoming over-committed, and helps keep projects on schedule and within budget.

Quality Control

Alta’s Quality Assurance Plan (AQUA) includes a deliverables quality control system along with strict adherence to established business procedures. All materials are reviewed by the Project Manager, Principal, and a copy editor prior to sending to the client. Members of the project team have the authority to identify quality problems and to initiate, recommend, and provide necessary solutions.

Reference Project

Westminster Multimodal Action Plan, CO



For Westminster's Mobility Action Plan, Project Manager Sam Piper led the development of models that calculated how comfortable or stressful the city's roadway network is for walking and bicycling. These models were then refined through field investigation.

Alta worked with the City of Westminster to develop their Multimodal Action Plan, branded *MAP Westminster*. *MAP Westminster* focused on better integrating transportation facilities, and including bicycle and pedestrian infrastructure, trails, and transit options to more effectively manage congestion and projected population growth.

Many of the components of *MAP Westminster* parallel the scope of work requested for Northglenn's Bicycle and Pedestrian Master Plan. For *MAP Westminster*, Project Manager Sam Piper led a robust existing conditions assessment, that mapped existing and proposed facilities in the community and destinations. This step was followed by comprehensive public outreach and technical analysis to determine areas in the community where improvements for walking and bicycling were needed. Sam led three mobile meetings, multiple workshops, and developed online tools, including an online input map to understand the community's priorities. Simultaneously, Alta developed walking and bicycling demand and facility supply models as well. This information was layered to identify recommendations. Based on public input and other key criteria, projects were then prioritized, and concepts developed for the top five projects.

The City is submitting *MAP Westminster* for a DRCOG Metro Vision Award for public engagement, as the project engaged more people than any other previous planning effort.

Operational Programming Components

Alta used a combination of public outreach, an online input map and survey, and GIS models to assess transportation needs in Westminster. The first GIS model assessed multimodal demand in Westminster. The demand model was complemented by supply side models that quantified stress levels for walking and bicycling in the community, and the public input and model results were layered to identify areas of need. Based on this analysis, Alta developed recommendations to improve multimodal connections in the community.

Public Engagement

Alta led three mobile meetings for the project, which included printing large vinyl maps and setting-up outdoor meetings at popular destinations throughout the city.

Project Budget

Original Bid Estimated Cost: \$102,175

Final Total Compensation: \$102,175

Project References

Chris Gray, City of Westminster, (303) 658-2400, cgray@cityofwestminster.us

Gabby Arismendi, City of Westminster, (303) 658-2613, (303) 658-2613

Project Approach/Methodology

Like many Front Range communities, Northglenn has undergone considerable change since the 1950s. The city's growth has been driven by its proximity to Interstate-25 and its convenient access to regional job centers. To keep pace with population growth, Northglenn has developed a robust transportation system, including roadways, sidewalks, transit connections, and trails. Today, the city boasts more than 300 acres of parkland, and over 25 miles of trails. While significant progress has been made implementing recreational amenities, there are gaps in the pedestrian network and no existing on-street bikeway facilities. The City now recognizes the need to integrate the recreational network with pedestrian and on-street bikeway connections to fill these gaps and make it easier for people to choose walking and biking for transportation and recreation.

In recent years, Northglenn has taken steps to improve conditions for pedestrians and bicyclists in the community, including the notable step of joining the Healthy Eating Active Living (HEAL) Cities and Town Campaign in 2014. The Bicycle and Pedestrian Master Plan will result in an action-oriented plan that will set the framework to improve active transportation conditions, directly advancing the Active Living goal of the HEAL program in Northglenn.

The mission of Alta is to create healthy, active communities. Project Manager Sam Piper focuses on this mission daily, improving public health through designing better pedestrian and bicycle facilities. Senior Project Advisor, Chris Danley, has spent his entire career working at the intersection of public health and transportation. Together, we understand the challenges to improving bicycle and pedestrian conditions in suburban communities, as well as the solutions, and how they can positively impact public health. Closing gaps in Northglenn's active transportation network will require technical analysis of existing conditions and a keen understanding of what improvements are important to the citizens of Northglenn. Our project approach will be responsive to both these needs. We will take a technical approach to developing solutions, but during every step of the planning process, couple our work with meaningful public and stakeholder engagement. Our approach includes:

- **State-of-the-Practice Analysis:** Alta has invested in the development of custom tools that can effectively model walking and bicycling conditions. We will use these tools, combined with field investigation, to accurately capture walking and biking conditions in Northglenn.

- **Meaningful Engagement:** Sam and Chris have a successful record of implementing public outreach programs that engage people from different backgrounds, including those who have never previously been involved with planning projects. We will employ this spirit of innovation in Northglenn, and use techniques that enable citizens to feel and see the impacts of a more walkable and bikeable Northglenn.
- **Focus on Equity:** Sam and Chris are familiar with Northglenn and recognize that many residents walk and bike because they have no other options. Without dedicated bikeway facilities, they are required to ride on busy streets, with no separation between motor vehicles. For those who walk, insufficient pedestrian accommodations can make their journeys difficult. Alta will employ an Equity Analysis to identify areas in the community where there are concentrations of people who rely on walking and bicycling, and focus improvements equitably, where they are critically important.
- **Increase Connectivity:** Alta will identify destinations in the community through a public health lens, focusing on topics beyond physical activity to identify other impacts, whether they be social, emotional, economic, intellectual, or environmental health. This will focus the plan's findings on those improvements that best connect the city's destinations. Particular emphasis will be placed on safe routes to schools, so that children can establish healthy mobility habits that can last throughout their lives.
- **Maximize Utilization:** There are opportunities in Northglenn to reallocate roadway space and provide dedicated bicycle and pedestrian facilities, resulting in Complete Streets. Our team members are experts at recognizing these opportunities, and at recommending cost-effective retrofit projects that close these network gaps.
- **Implementation and Standardization:** Alta develops plans so that projects can be built. As authors of the NACTO *Urban Bikeway Design Guide* and the recently published FHWA *Small Town and Rural Multimodal Networks Guide*, we understand the steps needed to translate conceptual recommendations into built projects. We will use this experience to create an implementation-focused plan that will guide the development of Northglenn's active transportation network for years to come, standardize the design of facilities, and outline next steps to implement a wayfinding signage program.

Scope of Work

Task 1. Project Management

Project Manager Sam Piper has extensive experience leading citywide bicycle and pedestrian plans, leveraging GIS-tools to produce data-driven deliverables, and engaging stakeholders and the public in creative ways. Alta’s procedures for effectively managing a project can be found on page 2.

TASK 1.1 PROJECT UPDATE MEETINGS

Alta will lead frequent project update meetings with City staff. These monthly meetings will help guide the planning process through discussions about status and direction of the planning process. These meetings will also provide opportunities to review project deliverables, review the schedule, and discuss next steps. We anticipate the meetings will consist of a core group of City staff representing multiple departments, and other key stakeholders identified in coordination with City staff, such as a HEAL representative. Alta will prepare agendas for and facilitate these meetings. Alta anticipates to facilitate up to seven project update meetings in-person, or one meeting per technical task. The remainder of the meetings are expected to be conference calls, although Alta will remain flexible, and will seek to identify opportunities to pair project update meetings with other meetings in Northglenn when feasible.



Alta will identify destinations in the community through a public health and wellness lens, known as *The 7 Dimensions of Health and Wellness*.

TASK 1.2 KICKOFF MEETING

The Alta team will hold a kick-off meeting with the City’s project manager, or project management team, to confirm task elements, roles, project schedule, and discuss the planned approach to public involvement. This meeting will also set expectations for project deliverables, and address questions or concerns. After the meeting, a final public involvement plan will be delivered that specifies dates and venues for public engagement.

Deliverables:

- Up to ten project update meetings (up to 7 in-person), including the project kick-off meeting
- Final public involvement plan

Task 2. Existing Conditions Inventory

TASK 2.1 DISCOVERY PHASE

Alta will prepare a data needs memo with requests for information needed to commence work. We assume the City and partner agencies will assist with providing the GIS files required for this project so that we can use available data to complete project work.

Once data has been collected, Alta will prepare an existing conditions base map. This will include the following features:

- Existing non-motorized transportation network
- Transit networks and major transit hubs (as well as boarding/alighting data by stop, if available)
- Primary and secondary community destinations that should be connected via non-motorized facilities. The identification of destinations will be informed by conversations with City staff, and Alta’s Seven Dimensions of Health and Wellness approach. This exercise is used to identify places that represent several elements of the Seven Dimensions of Health and Wellness and underscore the importance of connecting people to them via bicycle and pedestrian facilities.

After developing the base map, our team will facilitate the following series of bicycling and walking inventory exercises.

Using available data, we will prepare an inventory of the City’s street network through a combination of GIS analysis and field work. The purpose of the inventory will be to determine key streets that have right-of-way that could accommodate dedicated bicycle and pedestrian facilities. Alta will assess overall right-of-way, in addition to curb-to-curb potential, to identifying strategies to provide high-quality bicycle and pedestrian facilities. Within the curb-to-curb, we will

analyze travel lane width and relationship to roadway capacity. We will develop a map that identifies these roadways that represent potential opportunities for bicycle and pedestrian facilities.

In coordination with City staff, Alta will identify existing bike parking at key origin/destination points. We will map the type of bike parking, focusing on existing bike parking at community centers, schools, parks, transit and park-n-rides.

In coordination with City staff, Alta will create a table of existing community programs that support walking and bicycling. These tables will be grouped according to the 6 E's (Engineering, Education, Encouragement, Evaluation, Enforcement, and Equity). The task will serve as the baseline for program recommendations identified in Task 7.5 Community Programs and Events.

TASK 2.2 ESTIMATING BICYCLING AND WALKING LEVELS

In order to understand where people currently walk and bike, Alta will work with City staff to conduct 2-hour bicycle and pedestrian field counts at up to five locations. The sites will be determined in coordination with City staff. For this task, Alta anticipates using a data collection firm that we have worked with in the past.

TASK 2.3 BICYCLE AND WALKING FACILITY SUPPLY ANALYSIS

While Task 2.2 will seek to identify where there is demand for walking and bicycling, this task will focus on the existing supply of walking and bicycling facilities. To accomplish this, Alta will conduct two models, a Bicycle Levels of Traffic Stress Analysis (BLOS) and a Pedestrian Level of Service Analysis (PLOS). Additionally, Alta will perform a crash analysis to identify areas where collisions are occurring, and summarize overall trends. Alta will field review and verify the results of the model for validity.

Bicycle Level of Traffic Stress (BLOS) Analysis

Alta will use available data to complete a BLOS analysis adapted from the 2012 Mineta Transportation Institute (MTI) Report 11-19: Low-Stress Bicycling and Network Connectivity. The approach outlined in the MTI report uses roadway network data, including posted speed limit, the number of travel lanes, and the presence and character of bicycle lanes, as a proxy for bicyclist comfort level. Road segments are classified into one of four levels of traffic stress (LTS) based on these factors. The lowest level of traffic stress, LTS 1, is assigned to roads that would be tolerable for most children to ride, and could also be applied to multi-use paths that are separated from motorized traffic; LTS 2 roads are those

that could be comfortably ridden by the mainstream adult population; LTS 3 is the level assigned to roads that would be acceptable to current "enthused and confident" cyclists; and LTS 4 is assigned to segments that are only acceptable to "strong and fearless" bicyclists, who will tolerate riding on roadways with higher motorized traffic volumes and speeds.

Pedestrian Level of Service (PLOS) Analysis

Alta will also conduct a PLOS analysis based on existing data, measuring pedestrian safety along segments and at intersections, and identifying midblock crossing needs. The segment element of the PLOS analysis measures pedestrian safety based on four factors: posted speed limit, roadway width (number of travel lanes), pedestrian buffer (on-street parking or bicycle lanes), and the presence of sidewalks. This approach is rooted in the concept that a doubling of travel speed results in a four-fold increase in stopping time and crash severity.

A two-part crossing analysis will be conducted to understand the level of service of pedestrian movements across major corridors. First, intersections along major roadways will be reviewed for the quality of pedestrian crossing infrastructure. Second, major roadway corridors will be examined for the safety of midblock crossings of those corridors. This approach is rooted in evidence on pedestrian crash reduction factors related to design treatments or interventions. The level of detail for this analysis will depend upon available data.

Bicycle and Pedestrian Crash Analysis

Using readily available, geocoded data, Alta will review bicycle and pedestrian crash data from the past five years. We will prepare a map of bicycle and pedestrian crashes. Trends in crash location, roadway type, and rates of injury will be identified. A chart will also be created that displays how rates of crashes have changed over the data collection period.

Traffic Impact Analysis/Traffic Impact Studies Review

Alta will perform a high-level review of these documents. The goal of this review is to determine how well the needs of bicyclists and pedestrians have been incorporated into past traffic studies. General conclusions and recommendations for improvement will be identified.

Deliverables:

- Data collection memo
- Technical Memo #1: Existing Conditions Inventory, including:

- » Base map of existing conditions and destinations
- » Bicycling and walking inventory maps and tables
- » Graphic summary of count locations and data collected
- » Bicycling and walking demand map
- » Color-coded BLOS and PLOS maps
- » Crash map and supporting graphics
- » Findings from traffic impact analysis/traffic impact studies

Task 3. Identify Opportunities and Constraints

TASK 3.1 EQUITY ANALYSIS

Some people choose to walk and bicycle, but have other options for their personal mobility, such as driving. Other people walk and bicycle out of necessity, because they have no other options for transportation. Those who walk and bicycle out of necessity tend to be lower-income, at-risk populations. Making improvements for these people is critical, since they rely on walking and bicycling for most of their trips. Alta will use an equity analysis to determine where pockets of “necessity pedestrians/bicyclists” exist in Northglenn. This analysis will evaluate Census tracts to determine areas where there are likely concentrations of at-risk populations, or “equity hot spots.” The results of the analysis will help to reveal if equity hot spots lack non-motorized infrastructure, and will be used to inform the development of the opportunities and constraints map and themes described in the following task.

TASK 3.2 OPPORTUNITIES AND CONSTRAINTS ANALYSIS

The equity analysis will be combined with results from previous tasks to determine opportunities to improve connectivity, as well as constraints to making improvements. We will prepare a map, along with a summary of primary themes, that identifies these opportunities and constraints. Opportunity themes could include existing wide rights-of-way, existing trails, and new connections to destinations. Constraints themes could include multi-lane roadways, long crossing distances, and the curvilinear nature of many residential streets in Northglenn.

Deliverables:

- Technical Memo #2: Opportunities and Constraints, including:
 - » Health/equity analysis
 - » Opportunities and constraints map
 - » Opportunities and constraints themes
 - » Summary of the analysis process

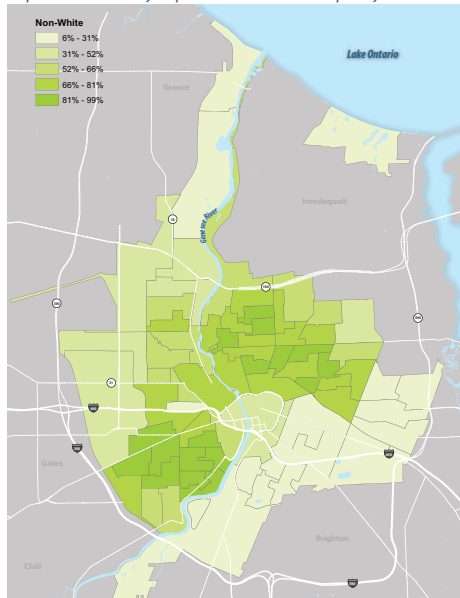
Task 4. Network Analysis and Evaluation

TASK 4.1 ECONOMIC BENEFITS OF BICYCLING AND WALKING

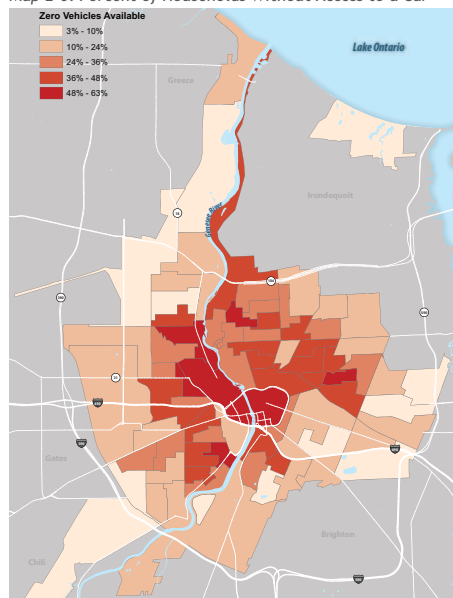
In recent years, communities have come to recognize the economic benefits of becoming more walkable, bikeable places. Research suggests that home values rise if homes are adjacent to shared use paths, or located in more walkable neighborhoods. By providing better walking and bicycling facilities, more people can use these modes more often. Bicycling or

walking is less costly than driving, and this cost savings represents a key economic benefit of improving active transportation conditions. This is especially important for low-income populations, as transportation expenses can represent a significant proportion of their income. Additionally, more active people tend to have a lower risk of disease. By providing better walking and bicycling facilities, more people may be inclined to become active, which could translate into health care savings for communities. We will prepare infographics summarizing

Map 2-5: Percent of Population that are People of Color



Map 2-6: Percent of Households Without Access to a Car



Sam and Chris have led the development of Equity Analyses in cities across the country. This analysis is helpful to determine if existing bicycle and pedestrian infrastructure within these areas, and to surrounding destinations, is sufficient

these themes, and other economic benefits specific to Northglenn, to show the correlation between economic benefits and the implementation of bicycle and pedestrian facilities.

TASK 4.2 BIKE PARKING RECOMMENDATIONS

Alta will provide Northglenn with an analysis and associated recommendations to meet the City’s existing and future bicycle parking needs. Alta will evaluate the adequacy of the existing parking inventory, assess areas of the city where capacity should be added at existing locations, and determine where new racks should be placed. This assessment will be informed by analysis conducted in previous tasks, such as identification of community destinations, the existing bike parking map, and the bicycling/walking demand map, as well as conversations with City staff about where demand exists. The online input map described in Task 8.4 Social Media Programming will also be used to allow Northglenn residents to suggest racks in areas that are underserved.

Alta will synthesize this information and develop recommendations for additional locations of future short-term and long-term racks. We will explore innovative ideas like bike corrals that could be installed in public plazas or parking spaces/lots. Alta’s analysis will include the option for overnight and covered bicycle parking areas, depending on context and need.

TASK 4.3 MISSING LINKS MAP

Using the existing conditions analysis, opportunities and constraints exercises, field work, and input collected through public meetings and online engagement tools, Alta will develop a map that illustrates both spot and linear gaps in the existing walking and trails network, as well as gaps that could be filled through the provision of on-street bicycle facilities. This gap map will focus on improving connections to destinations in the community, as identified in Task 2.1 Discovery Phase. In identifying the gaps, we will consider average travel times for bicyclists and pedestrians to destinations, and average walk/bike distance thresholds.

Deliverables:

- Technical Memo #3: Network Analysis and Evaluation, to include:
 - » Summary information graphics on economic benefits of walking and bicycling
 - » Bike parking recommendations map and progress summary
 - » Missing links map and progress summary

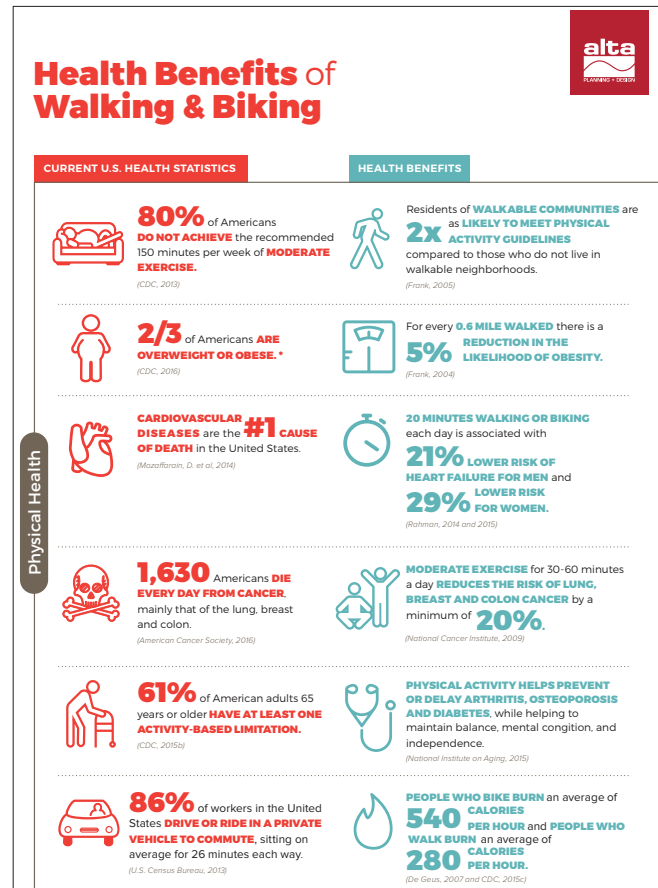
Task 5. Visions and Goals Development

Alta will work with the public, stakeholders and City Council to develop a vision and goals for the plan. The online survey developed in Task 8.4 Social Media Programming will also be used to inform the development of this task.

TASK 5.1 VISION AND GOALS DEVELOPMENT

Alta will facilitate a meeting with City staff and other stakeholders to work towards the development of the vision and goals for the plan. Alta will use a method of meeting facilitation known as the “technology of participation.” This method focuses on identifying overarching ideas for the vision and goals without word-smithing. This approach will involve attendees in a bottom-up approach to identify priority themes and ideas. Alta will record these ideas, and after the meeting, format them into a cohesive vision statement and set of goals.

Alta will prepare the draft vision statement and goals, and circulate them internally for review and comment. The revised version will then be presented to City Council, and will be modified as necessary.



Alta specializes in the development of clear, graphic documents that convey important information about the benefits of walking and bicycling. These handouts are useful in communicating complex information concisely and effectively.

Deliverables:

- Technical Memo #5: Vision and Goals

Task 6. Recommendations**TASK 6.1 RECOMMENDATIONS**

Following our robust existing conditions inventory, opportunities and constraints assessment, gap analysis and evaluation, public engagement and field work, Alta will prepare facility recommendations to improve walking and bicycling in Northglenn. The recommendations will be displayed visually via a citywide bicycle and pedestrian map, and will be categorized as on-road facilities, sidewalks, crosswalks, shared use paths and corridors where lighting improvement is needed.

TASK 6.2 EVALUATION CRITERIA

Alta will work with City staff and stakeholders to develop a list of evaluation criteria that will be used to score and prioritize projects developed in Task 6.1. The evaluation criteria will stem from the Vision Statement and Goals developed in Task 5, and will be informed by the online survey, described in Task 8.4, which will be used to determine the public's priorities. The criteria will be used to help staff identify the relative priority of projects, and could include cost, phasing, connectivity to destinations, ease of implementation, community support, population characteristic related to health or equity, identified safety issues, or other important factors identified through the planning process. Alta will prepare a draft list of criteria, and after City review and comment, will finalize them.

TASK 6.3 DESIGN GUIDANCE

Alta has been a leader in bikeway and pedestrian facility design for more than twenty years, having authored the NACTO *Urban Bikeway Design Guide*, and the recently published FHWA *Small Town and Rural Community Multimodal Network Guide*. We will use our national and local implementation experience to review the City's Standards and Specifications and make recommendations for how to integrate bicycle and pedestrian facility guidelines/standards.

TASK 6.4 WAYFINDING SIGNAGE PLAN

Alta will also work to identify priority wayfinding routes in Northglenn. These routes will be developed based upon Alta's evaluation of where bicycling and walking demand exists, and where logical routes are that connect community destinations. Additionally, Alta will review regional wayfinding routes that pass through Northglenn. The priority routes will also be informed by public engagement, and existing and proposed facility recommendations.

After this assessment, Alta will prepare a draft map of priority wayfinding routes for internal review and comment, and then will revise the routes. While additional wayfinding routes may be identified in the future, the priority routes will serve as the foundation of Northglenn's wayfinding network, and provide the groundwork needed to begin the process of implementing bicycle and pedestrian signage after the completion of this plan.

Alta will also provide best practices for bicycle and pedestrian wayfinding, including wayfinding elements, signage standards, and placement location practices. These best practices will be based upon our experience helping communities in the Front Range design and implement such signage, and will conform to national guidelines. Alta will also prepare a series of next steps that Northglenn could take to fast track the implementation of signage in the community.

Deliverables:

- Technical Memo #4: Recommendations, including:
 - » Citywide bicycle and pedestrian map
 - » Evaluation criteria
 - » Design guidance
 - » Wayfinding signage plan

Task 7. Implementation Program**TASK 7.1 PROJECT PRIORITIZATION**

Using the finalized evaluation criteria in Task 6.2, Alta will develop a prioritization matrix in coordination with City staff. Once the matrix has been verified, Alta will score roadway retrofit projects and group them into project investment tiers, sorted by high-priority, medium-priority, and lower-priority projects. This will help the City focus on all high priority projects initially, and not focus exclusively on individual scores. High priority projects can be implemented opportunistically as funding sources become available and roadways are reconstructed. Having a list of tiered projects also helps the City position itself more competitively for grant applications, which are a primary funding source for bicycle and pedestrian projects.

7.2 CONCEPT PROJECTS

Influenced by the project prioritization process and input from the project steering committee, public and City staff, Alta will prepare concept designs for up to five concept projects. Appropriate graphics will be prepared for each project depending on project type, and could include a plan view illustration, representative cross-section or photosimulation of the proposed improvement.

In addition to concept designs, Alta will prepare planning level cost estimates for each of the five concept projects for use with CIP Programming. Alta will also create a matrix that specifies department-level responsibilities to move each project forward towards implementation, and a proposed phasing plan and next steps for the concept projects.

7.3 PLAN IMPLEMENTATION EVALUATION FRAMEWORK

Alta has a successful track-record of helping communities create living documents that lead towards implementation. We will use this past experience, combined with input from City staff, to develop a plan implementation evaluation framework.

Once the background research is complete, Alta will prepare a checklist that staff can review regularly to track the progress of implementing the plan. This will be developed in close coordination with City staff so the level of effort required by the checklist is reasonable, and so that it remains a useful tool after the plan’s adoption.

7.4 PILOT PROJECT

Alta will collaborate with City staff to design and install a six-month pilot project. This pilot project will test the functionality of one of the recommended improvements. Alta recommends identifying potential pilot project corridors early in the project so that the pilot

can be designed and implemented between May and October. Alta will work with City staff, stakeholders, and the public to determine which project should be used for the pilot. Once the project has been determined, Alta will provide a recommendation for a trial installation that can be reasonably implemented from May to October. As design plans are being developed, we will identify a list of pre- and post-implementation evaluation criteria to help inform the city and other stakeholders of what measures of success should be considered in determining how to make the project (or others like it) permanent.

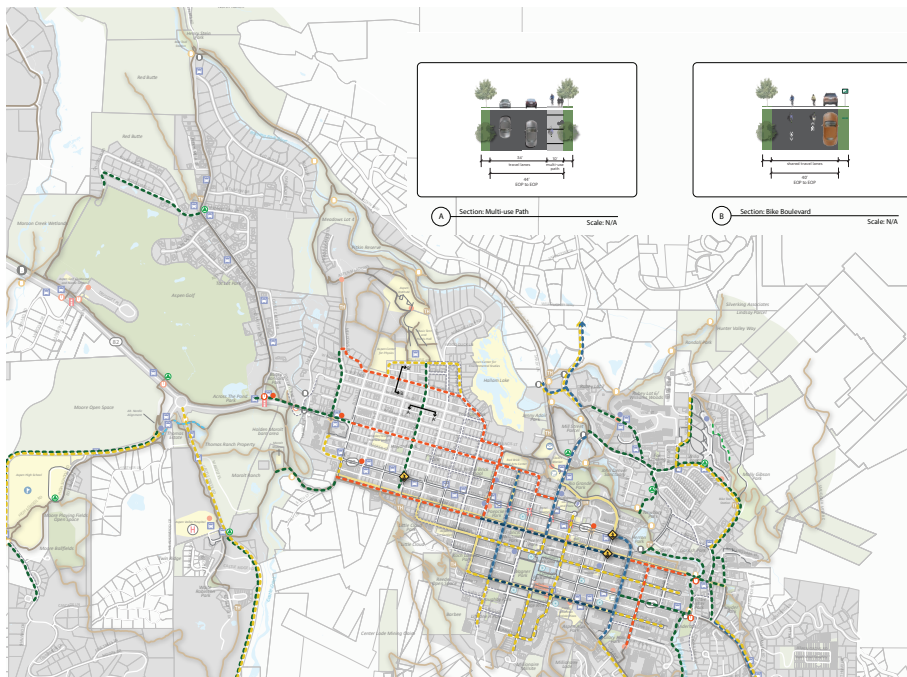
Alta will provide simple construction plans that will include:

- Pavement striping and symbols
- Parking reconfiguration (if applicable)
- Detail sheets, including:
 - » Striping dimensions and symbol details
 - » Typical construction details of roadway elements
- Layout plans depicting new signs and signs to be removed or relocated

Construction documents will be coordinated with various City departments; our goal will be to streamline the process so the construction documents provide sufficient detail, but do not requiring excessive time or expense to prepare.

7.5 COMMUNITY PROGRAMS AND EVENTS

In addition to implementing non-motorized infrastructure (Engineering), it is important to advance programs that support walking and bicycling. The additional five E’s address these factors. Education programs give people of all ability levels the confidence to use active modes of transportation, and teach travelers how to interact with each other safely. Similar to education programs, Encouragement programs provide incentives and benefits to the public to try walking and bicycling as modes of transportation. Enforcement programs help to provide greater compliance to the “rules of the road”, and Evaluation programs help to track progress and statistics related to improving active transportation. Equity programs



Alta developed Phase I of Aspen’s Bicycle and Pedestrian Master Plan, which resulted in over 100 recommendations that would improve active transportation. Sam Piper is currently managing Phase II of the project, which is focused on developing designs for six key corridors in the downtown area, as well as implementing a pilot project.

facilitate equitable access to affordable and reliable transportation options, such as walking and bicycling, for traditionally underserved populations. Alta has a dedicated Programs Team who work exclusively on developing active transportation programs for communities across the country. Using lessons learned from our national and local experience, as well as the review of existing programs described in Task 2.1, Alta will prepare program recommendations specific to Northglenn according to the “6 E’s” framework. These recommendations will include events that can help to build a culture that supports walking and bicycling for all types of trips.

7.6 FUNDING SOURCES

The range of funding sources for bicycle and pedestrian projects is constantly changing. Since Alta frequently works with communities to fund projects, we stay apprised of these changes and can share this important information with our clients. For this task, Alta will prepare summary tables of federal, state, and local funding sources. In Colorado, funding sources have proliferated in recent years, and specific emphasis will be placed on highlighting programs that can be used to fund bicycle and pedestrian projects in Colorado communities. Alta will also discuss with staff options to create dedicated local funding sources for bicycle and pedestrian infrastructure, and include recommendations in the plan that could be supported by the community.

7.7 DRAFT AND FINAL MASTER PLAN REPORT

Using the technical memos, which will have been reviewed and revised over the course of the planning process, Alta will prepare a draft Bicycle Master Plan document, inclusive of the Implementation Chapter, and submit it for review and comment. Alta assumes comments on the draft report will be consolidated into a single set of comments, and unified direction will be provided to revise the report after the review period has ended. Alta will address this one, final round of comments, and incorporate them into a final Master Plan Report, which will be delivered electronically to City staff as an InDesign document (or similar format, approved by staff).

Deliverables:

- Technical Memo #5: Implementation, including:
 - » Prioritized projects
 - » Concept plans
 - » Pilot project design and implementation
 - » Design guidance
 - » Wayfinding signage plan
- Draft and final Master Plan Report

Task 8. Engagement Process

Alta will lead an engaging public outreach process that reaches a broad cross-section of the public and stakeholders. Key elements of the public outreach schedule will include two active transportation audits, two public meetings, multiple alternative engagement activities and online engagement tools, and extensive council engagement. Alta is committed to engaging people who have never attended a public meeting for a planning project before, and has been successful in generating their input during similar bicycle and pedestrian master planning efforts.

Throughout the course of the project, Alta will collaborate with Northglenn staff to set meeting logistics. Alta will prepare maps, relevant handouts, presentations and sign-in sheets for meetings. It is the expectation that Northglenn staff will secure meeting locations, advertise and promote the events, and provide simple refreshments for the public.

TASK 8.1 WALKING AND BICYCLING AUDIT

Walking Audit

Alta proposes hosting two walking audits on the same day. The audits will be organized based on the audience. The first audit will be held for the project steering committee, and the second will be open to the general public. The steering committee walking audit will be rooted in a more technical discussion focusing on nuanced recommendations and facility design. We will focus on topics such as technical specifications for ADA compliance, traffic signal operations, and AASHTO and NACTO best practices. The general public audit will be more contextual in nature and focused on a more qualitative dialogue to demonstrate topics such as land use/transportation integration, and people’s need for adequate buffer space, crossing frequency, and specific intersection treatments. Alta will determine the preferred audit route in coordination with City staff.

Bicyclist Academy

Bicycling audits can be challenging for novice riders, or members of City staff or the steering committee who are not comfortable riding in the road. For this element, we proposed a two-part “Bicyclist Academy.” Part 1 will be oriented towards novice bicyclists, and for this component, we will emulate what it is like to ride on-road by replicating common roadway features in a controlled environment. To accomplish this, Alta will outline bicycling facilities in a parking lot and have participants bicycle through them. Alta will use baseball chalk to mark 6-foot, 5-foot, and 4-foot lanes, and include some obstructions along these lanes, such as

parked cars and trash receptacles. This approach has proven to be successful in eliciting discussion about how people feel in the different situations, and how this relates to peoples' experiences riding in other facilities in the city. For Part 2, we will take a smaller group of more confident bicyclists on a pre-designated route ride, to translate what we heard in Part 1 to on-the-street conditions. For Part 2, we will ride the facilities with video recording devices, such as a GoPro, mounted on two different bikes. From these perspectives, videos can be made from an unimpeded view of the front rider to observe all conditions, as well as a view from the behind rider, to get a view of how the front rider maneuvers along the streets.

TASK 8.2 PUBLIC MEETINGS

For both Meeting #1 and Meeting #2, Alta will be available to bring the project to the people, and can host these meetings at an outdoor public venue. Hosting these meetings at a popular public space (either on the weekend or during a weekday) could help attract people to the project that may not otherwise attend.

Meeting #1. Listen to the People

The first public meeting will focus on engaging people who live, learn, work, and recreate in Northglenn. The meeting will include an overall project presentation that provides information about objectives and what we are seeking from the public through the course of the planning process. Alta will set-up a large vinyl map, that will be rolled out for participants to absorb and consider where they would like to see walking and bicycling improvements in the city. Attendees will be encouraged to write their thoughts on a post-it notes corresponding to different facility improvements, and place the notes directly on the map where they would like to see the improvement. Alta will also prepare boards including different bicycle and pedestrian facility treatments, and ask that the public to place stickers to vote for the treatments that would like to

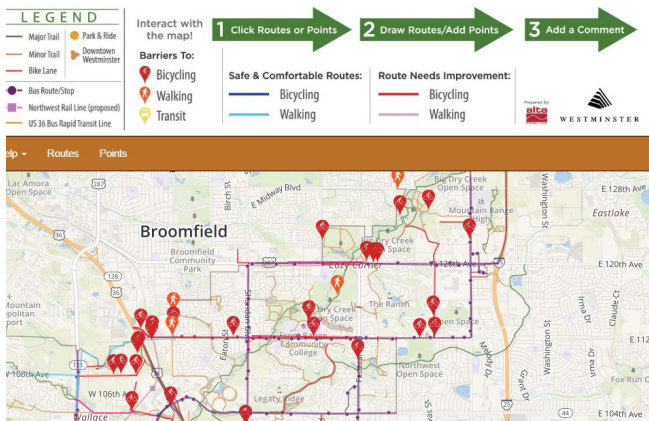
see recommended in the plan. During this mapping exercise, the team will have discussion with individuals and small groups to better understand prevailing concerns, sentiments, or hopes they may have with the final plan. This meeting could be held during the Food Truck Carnival in May, which has the potential to attract a large group of people.

Meeting #2. Preliminary Findings and Feedback

The second public meeting will focus on presenting information prepared through the planning process. By the time this meeting is held, the existing conditions inventory, opportunities and constraints, and analysis and evaluation tasks and preliminary recommendations will have been completed. At the meeting, Alta will prepare boards that create a story, showing how the team used the multiple rounds of analysis and public engagement to arrive at draft recommendations. The public will be asked to review the draft recommendations to determine if there are any critical gaps in the proposed network. Boards with example bicycle and pedestrian treatments included in the recommendations will be provided so that the public can visualize the improvements. If the priority projects have been identified at this point in the process, these projects will be showcased on the large vinyl map so that the public can visualize where these improvements are in relation to where they live and work.

TASK 8.3 ALTERNATIVE ENGAGEMENT ACTIVITY

Alta proposes a series of alternative engagement activities that will help to introduce the project to the community, and generate feedback that can be used to



From mobile meetings to online input maps, Alta uses innovative and inclusive methods to gather public input.

influence the direction of the project. Alta is proposing that all of the following alternative engagement activities be included if we are selected for the project.

Project Business Cards

Alta will work with staff to develop a simple project title that is easily recognizable, and color scheme. Once this is established, Alta will prepare and print business cards that will be used for the duration of the project. The cards will be distributed at public events, and will include a URL/QR code for the project website.

Mobile Meetings

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 about and provide input for the plan, Alta proposes bringing the project to the public. Alta will facilitate two mobile, outdoor meetings in places around Northglenn where there is a concentration of people that are simply out-and-about.

For each of these events, Alta will create an outdoor meeting venue that includes a large map of Northglenn described in Task 8.2 Public Meetings. We will lead a “wish list” mapping exercise, where people will be encouraged to place colored post-it notes representing different infrastructure improvements, and write comments on the post-its. The post-its could correspond to crossing improvements, better access to transit, or places where bicycle facilities or a shared use path should be installed. Each meeting will last for approximately 2 hours.

The mobile meetings will each be held in different parts of the city so a wide range of neighborhoods and residents have an opportunity to engage with the project. Potential locations for the meetings include RTD’s Wagon Road Park-N-Ride, the Marketplace Shopping Center, or the Northwest Open Space Park during a day when baseball games are occurring. The organization of these mobile meetings is meant to complement the online input map, and together, these input methods will be used to identify areas where the community desires improvements to be made. Project Manager Sam Piper has successfully led this type of meeting for Westminster’s ongoing Mobility Action Plan, and the client is submitting this project for a DRCOG Metro Visions Award.

Pilot Project Grand Opening

In Task 7.4 Pilot Project, Alta will collaborate with City staff to design and install a 6-month pilot project. It is anticipated that the pilot will be installed in May 2017. Alta proposes to hold a grand opening celebration when the pilot opens to the public. For this event,

Alta will staff a booth along the pilot project corridor. At the booth, we will provide information about the project, and ask people what they think about the new facility. The large vinyl map can also be brought to this event to provide another opportunity for project feedback. This event will help to kick-off the pilot project and increase community awareness of its purpose. Information about the grand opening will be posted to the project website, and City staff, stakeholders and City Council members will be invited.

TASK 8.4 SOCIAL MEDIA PROGRAMMING

Alta often uses websites as a tool during our planning and design projects. They are a successful in soliciting public engagement, offer the community an opportunity to provide online feedback at their own convenience, and are an efficient platform for posting project updates throughout plan development.

Project Manager Sam Piper has significant experience maintaining websites for a variety of project types. He is well-versed on in a variety of website and social media platforms, and as the primary point of contact for Alta, can make changes and updates to the project website quickly and efficiently. Alta’s in-house web developer, Jung Lee, is also available to help implement other features that require more specialized expertise.

The public outreach plan for the plan incorporates online tools, providing the public the opportunity to learn about the project and provide input on their own schedules. There will be four online tools used over the course of the project, including a webpage, an interactive map, a smart phone mobile application, and online survey.

Project Website. The project website will be the primary portal to project information, materials and many forms of involvement. The site will be attractive and have a unique URL which is easy to remember

We envision the website to be the portal for:

- **Social Media.** The project website will act as a vector for applicable social media. Alta has found that the most successful social media campaigns for these types of plans use existing resources, such as the City of Northglenn’s Facebook feed, or other allied local organizations. The benefit of using an existing feed is that these pages have an established follower base, while a new feed will not. Where possible, we will seek to use existing social media feeds, such as Facebook, to get the word out, and provide content as necessary.
- **Smart Phone Optimized Public Input Map.** Project Manager Sam Piper has led the development of

multiple online input maps for bicycle and pedestrian projects. Having our own in-house input map tool gives us much more control over the presentation of the data, and unlike other platforms, our tool is optimized for mobile phone use. Sam has significant experience collecting data from these tools and summarizing it effectively so that the input guides the planning process. Existing walking and bicycling facilities will be added to the map, and the public will be directed to use the tool to provide input about walking and bicycling conditions within the City, including both spot and linear conditions. The public will also be able to “request a rack” by dropping a point indicating where they would like a bike rack to be installed.

- **Project Survey.** Alta will create and execute a survey through the project website to gauge public opinion and interest on a variety of active transportation topics and overall project goals. The survey will also ask the public to rank potential evaluation criteria.
- **Project Brochure.** A project hand-out will be created that can be distributed at public events. To save paper, this hand-out will be designed to fit on a quarter page, so that four can be printed per page. Alta is flexible in this design approach, and will work with City staff to see that the hand-out meets their goals.

TASK 8.5 COUNCIL ENGAGEMENT

Achieving buy-in from a City Council is essential to the ultimate success of any project. We recognize that the council members in Northglenn represent various part of a city, and will have different priorities, perceptions, and levels of support for the project. To achieve the buy-in necessary for adoption of the plan, Alta proposes the following council engagement strategies.

- **Kick-off Meeting.** For this meeting, we anticipate using an audience response system. The group will be shown a series of pictures that range from one end of the spectrum to the other regarding level of engineering and infrastructure. The group will then be asked to react to the pictures. This is a tool we have used many times to facilitate discussion. We have found that it helps to underscore why facilities are needed, and to gauge the reactions from participants. Additionally, as part of the exercise, the Council will be asked to fill out a one page survey that the team will collect and consider. The survey can be anonymous if desired, and will be useful in understating what the priorities are for each member of council.

Alta will prepare a leave-behind document with

the economic benefits of bicycling and walking infrastructure.

- **Council Input Meetings.** Alta anticipates hosting a one-or two-day workshop where we will be available to meet individually with each council member. Alta staff will plan to work in Northglenn during the workshop, so that we can provide a flexible schedule to meet with each member of council. Alta anticipates that each meeting will last approximately 45 minutes. We will prepare a consistent agenda for each meeting so that the discussion remains focused and useful data is collected. The objective of the meeting will be to identify how this project aligns with each council member’s goals and priorities.
- **Public Input Findings/Vision and Goals Consensus.** At this meeting, Alta will prepare a presentation highlighting the key findings from the public engagement process. This presentation will be graphically rich and focus on key takeaways.
- **Present Draft Recommendations.** At this meeting, Alta will prepare a presentation that provides a clear summary of how the recommendations were developed, and will emphasize that the recommendations were both data driven and reflective of the community’s goals and needs. Alta will then facilitate a workshop to present plots of the recommendation maps and explain the facility types. The goal of this meeting will be to gain consensus on the recommendations.
- **Final Report Adoption Process.** Alta will be available to attend a meeting to adopt the Final Report. If desired, Alta will prepare a presentation that covers the highlights of the planning process.

TASK 8.6 PLANNING COMMISSION AND HEAL ENGAGEMENT

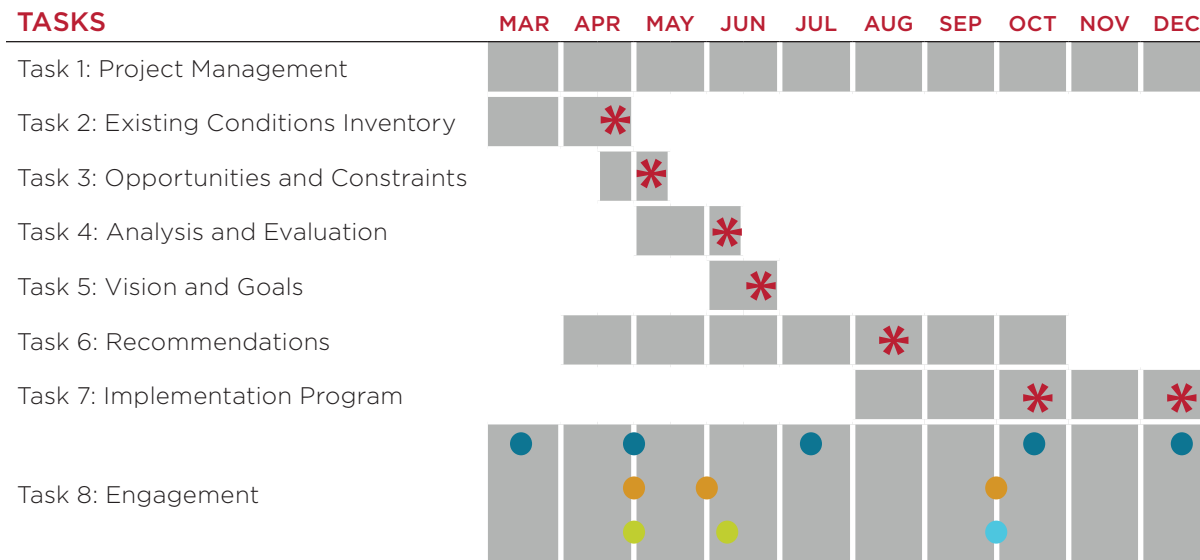
Senior Project Advisor Chris Danley is a former member of the Boise Planning and Zoning Commission and an active member in Idaho’s Healthy Eating Active Living coalition. Alta is currently leading a statewide Planning for Health initiative in Utah, while Sam Piper has written on the topic of public health and transportation integration for Kaiser Permanente’s Blog. Alta will hold one joint work session with the Planning Commission and HEAL committee to review draft plan and recommendations. The intent of this meeting will be to fuse planning and health professionals together to better inform decisions and galvanize enthusiasm for Northglenn’s Bicycle and Pedestrian Master Plan. This step will be crucial to build community support and will help the Planning Commission understand the technical details of the plan, and what actions will be needed of both groups to advance the plan’s recommendations.

Budget

TASKS	JOE GILPIN Principal-in-Charge	SAM PIPER Project Manager	CHRIS DANLEY Senior Advisor	TOM NATWICK, PE Senior Engineer	CHLOE WARD, EIT Planner/Engineer	CHARLES CREAGH GIS Planner	JUNG LEE Website Developer	TASK HOURS	DIRECT COSTS	TOTAL TASK FEE
Task 1: Project Management	4	58	18					80	\$650	\$10,572
Task 2: Existing Conditions	4	30	6		8	68		116	\$1,500	\$11,792
Task 3: Opportunities/Constraints	2	12	3			12		29		\$3,310
Task 4: Analysis/Evaluation	3	22	2			30		57		\$5,978
Task 5: Vision/Goals	2	8	2			4		16	\$200	\$2,000
Task 6: Recommendations	8	48	8	4	8	46		42		\$13,702
Task 7: Implementation Program	12	44	6	12	32	86		192		\$20,570
Task 8: Engagement	2	79	48		24	44	24	193	\$2,650	\$27,004
Staff Hours	37	301	93	16	72	290	24	725		\$94,928
Reimbursable Expenses/Travel									\$5,000	\$5,000
Project Total										\$99,928

Schedule

Please see detailed schedule in the Appendix of this proposal.



Task Progress	■	Walk/Bike Audits	●
Council Engagement	●	HEAL/Commission	●
Public Outreach	●	Deliverable	*

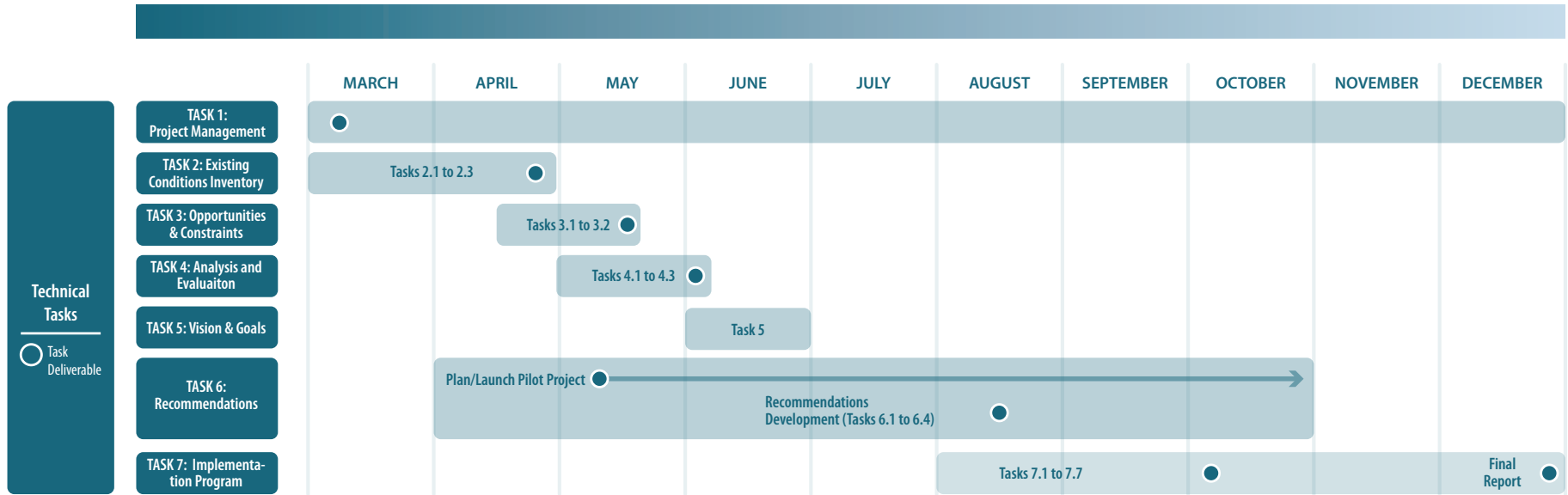
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APPENDIX

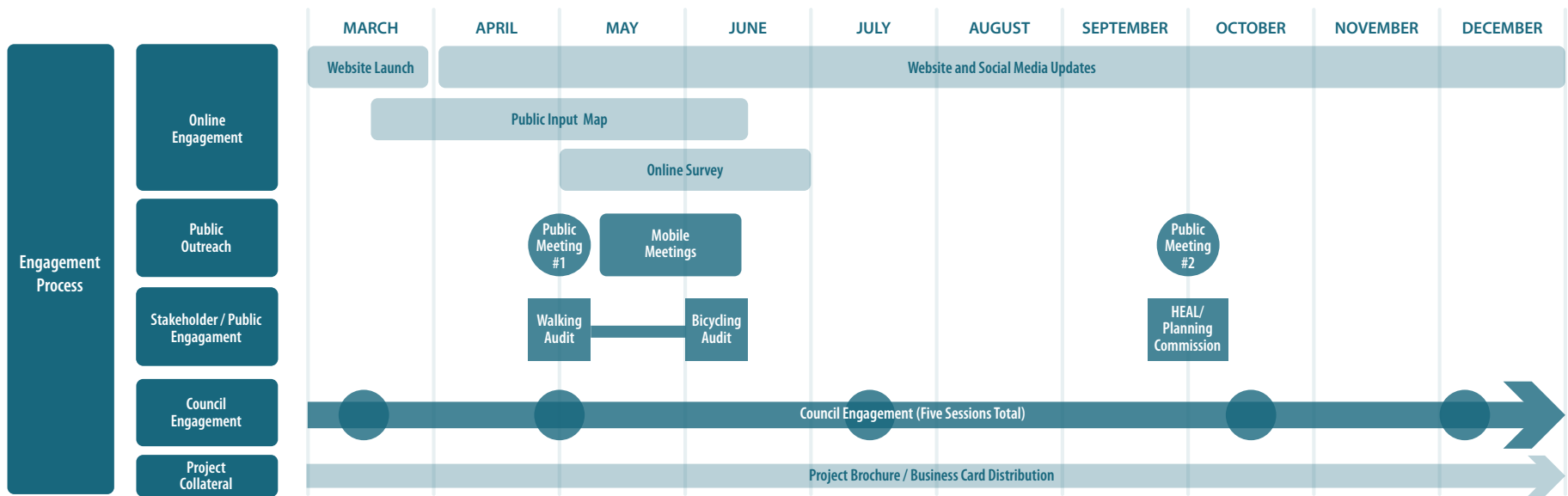


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PROJECT SCHEDULE - TECHNICAL TASKS



PROJECT SCHEDULE - STAKEHOLDER AND PUBLIC ENGAGEMENT



Resumes



Joe Gilpin Principal-in-Charge



Joe is an expert in bicycle facility planning, design, and implementation in rural and mountain communities. He provides project oversight and quality control for Alta's planners and designers for dozens of community-wide planning efforts, including for federally-funded projects. Joe is leading development of the FHWA *Small Town and Rural Design Guide*, and helped lead development of NACTO's *Urban Bikeway Design Guide*. He is a NACTO Certified Trainer and conducts urban and rural technical trainings nationwide. His work includes citywide bicycle, pedestrian, and active transportation plans, trail feasibility studies, wayfinding master plans, corridor master plans, and on-street bicycle facility design, among others.

EDUCATION

MS, Transportation Planning, Oxford Brookes University, United Kingdom, 2002

BS, Civil Engineering, California Polytechnic State University, San Luis Obispo, California, 2001

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2007-

Planner, RRM Design Group, 2004-2006

Executive Director/Board President, San Luis Obispo County Bicycle Coalition, 2003-2006

Bicycle Coordinator, SLO Regional Transit Authority, 2003-2004

PROFESSIONAL REGISTRATIONS

NACTO-Certified Trainer

RELEVANT EXPERIENCE

FHWA SMALL TOWN AND RURAL MULTIMODAL NETWORK GUIDE

Joe is serving as Alta's Principal-in-Charge to translate existing street design guidance and best practices for bicycle and pedestrian safety and comfort to the rural context. The guide will provide clear examples of how to interpret and apply practices to improve bicycling and walking.

GREELEY BICYCLE MASTER PLAN, GREELEY, CO

Joe served as the Principal-in-Charge for this bicycle plan. Joe provided overall project leadership and quality control, reviewing the detailed recommendations and guiding the project development process.

HALLAM STREET CORRIDOR FEASIBILITY STUDY, ASPEN, CO

Joe was Principal-in-Charge on this study, which considered feasibility and necessity of potential pedestrian, bicycle, transit, capacity, and alignment improvements along one of Aspen's main gateways. Alta was the bicycle and pedestrian project lead and contributed to design of the corridor layout alternatives.

VIRGINIA-DAISY BICYCLE BOULEVARD, SPRINGFIELD, OR

Joe is Principal-in-Charge for this project, which involves design development of Springfield's first bicycle boulevard to parallel Main Street along the Virginia - Daisy Street Corridor. Alta provided concept design for two major intersection and for traffic calming and lane configuration along the corridor. Alta assisted the City with public.

600 EAST BICYCLE BOULEVARD, SALT LAKE CITY, UT

Joe was Alta's Principal-in-Charge and Design Advisor for this project. Alta provided intersection concept design for Salt Lake City's first bicycle boulevard along 600 East. Concepts included the use of hybrid beacons, rectangular rapid flashing beacons and full signal control with traffic diversion. This project was constructed in 2015.

OTHER RELEVANT EXPERIENCE

- Aspen Bicycle and Pedestrian Master Plan, CO
- Jackson Hole Wayfinding and On-Street Bikeway Implementation, WY
- Denver Moves Next Steps Plan, CO
- Billings Area Bikeway and Trail Master Plan, MT
- NACTO Urban Bikeway Design Guide
- Palo Alto Bicycle Boulevards Feasibility & Design, CA
- Woodchuck Bicycle Boulevard, Wichita, KS



Sam Piper

Project Manager



Sam focuses his career on multi-modal transportation planning and design in all types of settings, from large cities to small towns. His expertise lies in city-wide plans, corridor studies, charrettes, wayfinding, campus planning, bike share, and recreational trails. Sam's extensive graphic design capabilities provide clients with realistic photo renderings, plan view illustrations, and highly-graphic, easy to understand reports. His technical competencies include traffic and intersection analysis, non-motorized counts, bicycle facility design, GIS mapping, data visualization, data management, and GPS mapping. He effectively leverages his business background to assist clients in branding their project, generating the support necessary to bring plans to implementation.

EDUCATION

Master of Urban and
Regional Planning,
University at Albany,
SUNY, 2013

Graduate Certificate in
Geographic Information
Systems and Spatial
Analysis, University at
Albany, SUNY, 2013

BA, Business
Administration., Summa
Cum Laude, Saint
Anselm College, NH,
2010

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design
2012-

Capital District
Transportation
Committee (MPO)
2011-2012

RELEVANT EXPERIENCE

WESTMINSTER MULTIMODAL ACTION PLAN, CO

Sam served as the Project Manager for the Westminster Multimodal Transportation Action Plan. Sam managed the production of graphics, maps and the overall layout of the final report. Public input and GIS analysis were combined to identify areas that needed improvement, and this information directly informed the recommendations to improve multimodal connections in the community.

PITKIN LOW-STRESS BIKEWAY, FORT COLLINS, CO

Alta, with Sam as Project Designer, is leading this project, which focuses on intersection upgrades at arterial crossings, wayfinding, minor striping improvements, and other treatments as identified through the design process, to create a comfortable, east-west bicycle route across Fort Collins. The Pitkin Bikeway will make use of existing low-volume streets for approximately four miles, stretching from Overland Trail to Riverside.

GLENWOOD SPRINGS 6TH STREET CORRIDOR MASTER PLAN, CO

Sam is providing design coordination on the development of roadway, active transportation, connectivity, and parking recommendations for this one mile long segment of 6th Street in Glenwood Springs, which is being vacated by CDOT as part of a highway realignment. The team is developing character and streetscape concepts, land use scenarios, and circulation recommendations to create a Complete Street that compliments the adjacent historic and non-historic land uses.

BILLINGS BIKEWAY AND TRAILS MASTER PLAN UPDATE, MT

Alta, with Sam as Assistant Project Manager, developed a Bikeway and Trails Master Plan Update for the City of Billings. Sam analyzed bicycle and pedestrian crash data to identify safety hot spots and contributing crash factors, prepared a Bicycle Level of Traffic Stress model to assess the quality of the bikeway network, and developed a benefits model to calculate the health, economic and environmental benefits that could be realized if bicycling and walking rates increased in the community. The plan will recommend a range of innovative bikeway types and off-street trail projects to improve connectivity in the community.

OTHER RELEVANT EXPERIENCE

- Westminster Wayfinding Project, CO
- Aspen Bicycle and Pedestrian Master Plan, CO
- Buffalo Bicycle Facility Master Plan, NY
- Rochester Bicycle Boulevard Plan and Bicycle Boulevard Temporary Installation, NY



Chris Danley
Senior Advisor



Chris has ten years of planning experience with an emphasis on active living planning and health integration. His career has included positions in both the public and private sectors and owning his own consulting firm, with a majority of projects concentrated in planning, assessment and training. Chris has led numerous bicycle and pedestrian plans, Safe Route to School plans and even created a planning model called the Activity Connection Plan, which has been implemented in dozens of communities. He has led over a dozen Health Impact Assessments and has conducted Complete Street Policy assessments and an approach called a Healthy Conditions Assessment that aims to focus community resources based on demonstrated health indicators.

EDUCATION

Masters in Urban and Regional Planning, Eastern Washington University, 2006
BS, Social Science, Chapman University, 2004

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2016
Vitruvian Planning, LLC, 2011-2016

PROFESSIONAL REGISTRATIONS

American Planning Association
League of American Bicyclist, League Certified Instructor #3215
Safe Routes to School Certified Instructor
National Physical Activity Society
Idaho Walk Bike Alliance

RELEVANT EXPERIENCE

HEALTHY CONDITIONS ASSESSMENT, NAMPA AND CALDWELL, ID

The first project of its kind in Idaho, the Nampa and Caldwell Health Conditions Assessments seek to utilize socio-economic data and extensive field assessments to determine the complete health and likely challenges of city sub-populations. By using a “hot spot” technique to isolate smaller geographies, more traditional planning and intervention methods can be employed including public outreach, determining existing conditions in the built environment and gauging ongoing initiatives. The approach is about developing a narrative for neighborhoods through data and rigorous on the ground investigation, knowing the populous with greater detail and understanding and ultimately developing real action steps that require partnerships from a wide array of community partners including schools, Chambers of Commerce, private businesses, transportation agencies, and of course Cities and Counties.

IDAHO DEPARTMENT OF HEALTH AND WELFARE ACTIVITY CONNECTION PLANS™, STATEWIDE

Using the Activity Connection Plan model devised in 2011, Chris continues to work with Idaho cities to develop plans that improve walking and bicycling by improving infrastructure and making destination sites more appealing for all users. Each plan identifies community activity sites such as park and schools then assess the connecting active transportation network to determine necessary improvements. Each plan seeks to bolster walking and bicycling habits by improving the sites people enjoy and the connections they use with the intent of increasing active transportation as a mode share by building momentum and addressing short to mid-term improvements.

IDAHO TRANSPORTATION DEPARTMENT TECHNICAL ASSISTANCE GRANTS, STATEWIDE*

Chris led a team, including Idaho Smart Growth, working with four Idaho communities to develop bicycle and pedestrian plans with varying emphasis. The communities received technical assistance to craft plans with an active transportation focus as a main element with additional analysis on school zones and trail connections. Project deliverables included cost estimates, drainage analysis, public input meetings, school zone operation assessments, and both prioritization and CIP creation.

OTHER RELEVANT EXPERIENCE

- Idaho Walkability Workshops, Statewide
- Utah Walkability Assessment Training, Statewide
- Complete Street Policy, Mountain Home, ID*
- North Carolina Health Impact Assessments, Statewide*

**prior to Alta*



Tom Natwick, PE

Senior Engineer



Tom offers a comprehensive background in civil transportation design, with experience including the design of roadways, light rail, non-motorized facilities, storm-water systems, streetscape water quality facilities, and utilities. Tom has worked on multi-disciplinary projects at all stages of design within the United States and internationally. He currently focuses on projects in the Rocky Mountain States including Utah, Colorado, Montana, Idaho, as well as Alaska.

EDUCATION

BS, Civil Engineering,
Valparaiso University, IN,
2007

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,
2016-
Atkins, 2014-2016
Parametrix, 2013-2014
Cardno, 2012-2013
Arup, 2007-2012

PROFESSIONAL REGISTRATIONS

Professional Engineer:
Colorado PE, #004909
Utah PE, #9799949-
2202
California PE, #C78770
Florida PE, #81209
NCEES Record Holder
#55659

RELEVANT EXPERIENCE

PITKIN LOW STRESS BIKEWAY, FORT COLLINS, CO

Alta, with Tom as the Primary Engineer, is leading this effort. The project focuses on intersection upgrades at arterial crossings (Taft Hill, Shields, College & Lemay), wayfinding, and minor striping improvements (and potentially other treatments as identified through the design process), to create a comfortable, east-west bicycle route across the City. The Pitkin Bikeway makes use of existing low-volume streets for approximately four miles, stretching from Overland Trail to Riverside.

6TH STREET CORRIDOR MASTER PLAN, GLENWOOD SPRINGS, CO

Alta, with Tom as the Project Engineer, is developing roadway, active transportation, connectivity, and parking recommendations for this one-mile-long segment of 6th Street in Glenwood Springs. Tom is helping develop roadway cross-sections, parking recommendations, streetscape concepts, and circulation recommendations. The goal of the project is to create a Complete Street with complementary land uses that reflect the City's desires for this corridor as the transportation needs change.

ARIA WELLNESS WALK AND DESIGN, DENVER, CO

To increase the walk- and bike-ability of the Aria neighborhood, Alta is developing concepts for wayfinding signs and bicycle facilities along two key streets. Bicycle facilities will include a buffered bike lane and neighborhood bikeway. Tom is serving as Project Engineer and is overseeing the development of signing and striping construction documents.

LAMAR LOOP MULTI-USE TRAIL, LAMAR, CO

Tom is the Primary Engineer for Phase 1 of this project, which features on-street bicycle facilities and multi-use trail sections. The design features protected bike lanes, multiple trail crossings, wayfinding. When complete, the project will be a 9-mile loop of the city with a majority of Phase 2 being trail segments.

VALMONT AND 61ST INTERSECTION IMPROVEMENTS, BOULDER, CO

Alta is working with Boulder County to provide conceptual design to improve bicycle safety and associated travel patterns for the Valmont Road and N. 61st Street intersection. Improvements will increase safety on a highly traveled corridor for both recreational and commuter cyclists. The project includes signal modification, drainage and grading, crossing enhancements, and edge of road/curb modifications. Tom is the Project Engineer responsible for the preliminary and concept plans for this project.

OTHER RELEVANT EXPERIENCE

- West Union Road Multi-Use Path, West Plains, OR*
- Palo Alto Bicycle Boulevards Feasibility and Design, CA
- Colfax Multimodal Access Study, CO

**prior to Alta*





Chloe Ward, EIT Engineer



Chloe is an engineer with a passion for active transportation. With previous transportation engineering experience, Chloe brings knowledge of roadway and trail design, signal layouts, traffic modeling and analysis, construction document production, and working with local Departments of Transportation. She works on a range of projects, including on-street bicycle and pedestrian facilities, multiuse pathways and trails, and design guidelines.

EDUCATION

BS, Civil Engineering,
Iowa State University,
2015

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,
2016-
JR Engineering, LLC,
2015-2016

PROFESSIONAL REGISTRATIONS

Engineer in Training
#72084

RELEVANT EXPERIENCE

FHWA SMALL TOWN AND RURAL MULTIMODAL NETWORK GUIDE

Alta developed this guide, 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.

PITKIN LOW-STRESS BIKEWAY, FORT COLLINS, CO

Alta led a team and worked with the City of Fort Collins and CDOT to develop a design for a low-stress bicycle corridor along Pitkin Street. To meet CDOT conformance, Chloe performed an analysis of the existing traffic network along and surrounding the project site where future pedestrian/cyclist actuated signals will be installed. Tasks included an analysis of current intersections using a level of service analysis, modeling and analyzing the same intersections after installation of the hybrid signals, and providing detailed recommendations for the network with the installation of the signals and accompanying striping improvements. Chloe also prepared construction documents for the project, which met CDOT standards and specifications.

LAMAR LOOP MULTIUSE TRAIL, LAMAR, CO

Chloe helped with the design of the trail, including creating alignments and laying out striping and signing along the trail and on-street facilities. She also prepared construction documents for the project, including signage and striping and trail plan and profile sheets.

ANALYSIS OF TRANSPORTATION FUNCTION AND SAFETY ON SOUTH 5TH AND 6TH STREETS, MISSOULA, MT

Alta led a team with the City of Missoula to complete a feasibility study for possible improvements to an existing couplet of one-way streets. Chloe performed traffic analysis using Synchro software to analyze two alternatives for improving functionality and safety along the two streets. The results of the analysis and accompanying report will aid the City in a greater understanding of the existing and future conditions of the couplet and surrounding road network and will help in making decisions for future improvements.

OTHER RELEVANT EXPERIENCE

- Aspen Bicycle and Pedestrian Master Plan, CO
- Palo Alto Bicycle Boulevards Feasibility and Design, CA
- 23rd Avenue Bicycle/Pedestrian Path at Fitzsimons Station, Aurora, CO*
- Aria Wellness Walk and Design, Denver, CO

**prior to Alta*



Charles Creagh

GIS Planner



Charles has experience teaching the principles of sustainability, conservation, and urban-ecological design practices. Charles is an avid bicyclist, and his passion for non-motorized transportation fueled graduate research focused on global climate change, the effects of sea level rise, and how the thoughtful growth of urban regions can be positively impacted by the inclusion of complete streets and trails. His technical competencies include photo rendering, plan view illustration, report writing and research, online survey creation and analysis, and GIS mapping and editing. Charles is passionate about promoting bike share and trail use and is committed to creating more walkable, bikeable, and healthy urban spaces.

EDUCATION

Master of Design for Sustainable Urban Environments, Northeastern University, 2015

BS, Business Administration, University of Maine at Farmington, 2008

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2015

Boston Cyclists Union, 2014

PROFESSIONAL REGISTRATIONS

Envision Sustainability Professional, ENV SP

RELEVANT EXPERIENCE

WESTMINSTER MULTIMODAL ACTION PLAN, CO

Charles served as the project planner for MAP Westminster. In this capacity, he supported the development of graphics for the project, including maps displaying existing conditions, opportunities and challenges to mobility, and proposed facility maps. In addition to providing GIS and graphic support, Charles also led the development of an inventory of existing sidewalk conditions along arterials and collector streets in Westminster. This data-set was used to identify gaps in the sidewalk network and other areas that needed improvement. Charles also supported public engagement for the project. This included creating a large 16' x 16' vinyl map of Westminster, which was used at mobile meetings around the city to collect feedback about walking, bicycling and using transit in Westminster.

NORTHAMPTON BICYCLE AND PEDESTRIAN PLAN, MA

Charles is a planner working with the City of Northampton's Department of Planning and Sustainability to develop a citywide pedestrian and bicycle master plan. This 9-month planning effort will be incorporated into the City's Comprehensive Plan to guide investments in infrastructure and program for the next 20 years. The contract includes work for nearby rural communities in Hampshire County, including a Complete Streets plan for the Route 202 corridor through Belchertown.

UNIVERSITY OF VERMONT ACTIVE TRANSPORTATION PLAN, BURLINGTON, VT

Alta was chosen by The University of Vermont to recommend improvements to the campus area to make bicycling, walking, and skateboarding safer. Charles assisted in the development of maps and graphics that were used at public and stakeholder meetings to solicit input about difficult or dangerous places to walk, bike, or skate in and around the campus. The feedback was instrumental to producing detailed maps recommending specific interventions on a variety of paths, sidewalks, and streets that will make UVM even friendlier for active transportation.

OTHER RELEVANT EXPERIENCE

- Cattaraugus County Complete Streets Plan, NY
- Greenfield Complete Streets Plan, MA
- Dover Pedestrian and Bicycle Planning Assistance, NH
- Pioneer Valley Regional Bicycle Sharing System Pilot Project, MA



Jung Lee

Web Designer/Developer



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

EDUCATION

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

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

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,
2016-

TriMet, Portland, OR
2015-2016

Los Angeles County
Metropolitan
Transportation
Authority, 2013-2015

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

RELEVANT EXPERIENCE

FHWA SMALL TOWN AND RURAL MULTIMODAL NETWORK GUIDE

Jung is providing website support on the interactive version of this guide, which will translate existing street design guidance and best practices for bicycle and pedestrian safety and comfort to the rural context.

TRIMET FRONTEND APPLICATION (TRIMET.ORG), PORTLAND, OR*

Jung developed and maintained the homepage for TriMet, Portland's transit agency. The site is focused on making it easy to use and access the three tools commuters use most: The Trip Planner, TransitTracker (bus/rail arrival times), and Service Alerts. The site is designed to be both responsive and adaptive to the user's device.

WEBSITE DESIGN AND MAINTENANCE EXPERIENCE:

- Beacon Hill/Mt Baker In Motion, King County Database, WA
- San Rafael Bicycle and Pedestrian Master Plan Update Website, CA
- Alameda County Safe Routes to School Project Website, CA
- Detroit Bike Share Planning/Permitting Project Website, MI
- Mica Peak Nonmotorized Recreation Plan Online Support, Spokane, WA
- Garden Corner Curves Concept Study Online Support, Tualatin, OR
- TriMet's e-fare system: My Hop Card (myhopcard.com), Portland, OR (Full Website)*
- Catch the Orange (catchtheorange.com), Portland, OR (Full Website)*
- Rail Transit in the Portland Area (trimet.org/history/rail/index.htm), Portland, OR (Interactive Map)*
- Metro Pass & Token Director (metro.net/interactives/datatables/pass_token/), Los Angeles, CA (Interactive Map)*
- Metro Rail TimeLine (metro.net/interactives/flash/metrorail_timeline/), Los Angeles, CA (Interactive Map)*
- Metro and the Digital Future (metro.net/interactives/metrotechla/), Los Angeles, CA (Full Website)*
- Metro Regional Connector Construction Map (metro.net/interactives/gmaps/reg_connector/), Los Angeles, CA (Interactive Map)*

*prior to Alta



Multimodal Transportation

Alta Planning + Design provides a unique balance of multimodal transportation infrastructure planning and design services to public agencies. We develop plans and programs to support active communities and sustainable transportation systems, integrating all modes of travel (including walking and bicycling) into the daily lives of residents and creating healthy, safe, and sustainable communities.

Alta's planners, designers, and engineers offer assistance on bicycle and pedestrian master plans, multimodal studies, corridor design (streetscape, traffic calming), Safe Routes to School plans, mobility plans, ADA plans, crossing studies, wayfinding, Complete Streets, transit station access, safety plans, and parking assessments. The result is a true multimodal approach to developing livable streets and communities.

Innovation

We are at the forefront of the progressive transportation movement. Alta is involved in a wide variety of innovative research and programs. Alta's staff has helped develop many of the standards and practices in use today, with groups such as the Institute of Transportation Engineers, the Transportation Research Board, the National Association of City Transportation Officials, and the Federal Highway Administration. Our GIS-based models (such as StreetPlan, Cycle Zone Analysis, and Bicycle/Pedestrian Demand Model) offer state-of-the-art tools to our clients.

Other innovative services include:

- » Complete Streets Guidelines
- » Education and Training
- » Marketing and Public Outreach
- » Personal Travel Planning
- » Public Bicycle Systems
- » Safe Routes to School Plans and Studies
- » Sustainable Transportation Policy Development
- » Economic Impact Studies
- » Health Impact Assessments
- » Walkability Audits
- » Climate Action Plans and Greenhouse Gas Reduction Strategies
- » Transportation Research

We also provide a full range of services, including master plans (bicycle, pedestrian, trail, open space and park); greenway and corridor plans; trail safety and sustainability audits; counts, surveys, and demand analysis trail layout; technical assistance and trainings; bicycle/pedestrian facility design guidelines and integration with transit; signage and wayfinding plans; construction documents and observation; bicycle parking design; landscape architecture and project design; GIS and mapping services; and project funding and grant writing.



Complete Streets



Education and Encouragement Campaigns



Waterfronts



Wayfinding and Signage



Bicycle and Pedestrian Master Plans



Design and Implementation



SPONSORED BY: MAYOR DOWNING

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-27
Series of 2017

Series of 2017

A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF NORTHGLENN AND ALTA PLANNING + DESIGN FOR THE BICYCLE AND PEDESTRIAN MASTER PLAN PROJECT

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. The Professional Services Agreement between the City of Northglenn and Alta Planning + Design, attached hereto, in an amount not to exceed \$98,928.00 for the Bicycle and Pedestrian Master Plan Project is hereby approved and the Mayor is authorized to execute same on behalf of the City of Northglenn.

DATED, at Northglenn, Colorado, this _____ day of _____, 2017.

JOYCE DOWNING
Mayor

ATTEST:

JOHANNA SMALL, CMC
City Clerk

APPROVED AS TO FORM:

COREY Y. HOFFMANN
City Attorney

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made and entered into this _____ day of _____, 20____, by and between the City of Northglenn, State of Colorado (hereinafter referred to as the "City") and Alta Planning + Design (hereinafter referred to as "Consultant").

RECITALS:

A. The City requires professional services.

B. Consultant has held itself out to the City as having the requisite expertise and experience to perform the required work for the Project.

NOW, THEREFORE, it is hereby agreed for the consideration hereinafter set forth, that Consultant shall provide to the City, professional consulting services for the Project.

I. SCOPE OF SERVICES

Consultant shall furnish all labor and materials to perform the work and services required for the complete and prompt execution and performance of all duties, obligations, and responsibilities for the Project which are described or reasonably implied from **Exhibit A** which is attached hereto and incorporated herein by this reference.

II. THE CITY'S OBLIGATIONS/CONFIDENTIALITY

The City shall provide Consultant with reports and such other data as may be available to the City and reasonably required by Consultant to perform hereunder. No project information shall be disclosed by Consultant to third parties without prior written consent of the City or pursuant to a lawful court order directing such disclosure. All documents provided by the City to Consultant shall be returned to the City. Consultant is authorized by the City to retain copies of such data and materials at Consultant's expense.

III. OWNERSHIP OF WORK PRODUCT

The City acknowledges that the Consultant's work product is an instrument of professional service. Nevertheless, the products prepared under this Agreement shall become the property of the City upon completion of the work.

IV. COMPENSATION

A. In consideration for the completion of the services specified herein by Consultant, the City shall pay Consultant an amount not to exceed ninety-nine thousand nine hundred twenty-eight dollars and no/ cents(\$99,928.00). Payment shall be made in accordance with the schedule of charges in Exhibit B which is attached hereto and incorporated herein by this reference. Invoices will be itemized and include hourly breakdown for all personnel and other charges. The maximum fee specified herein shall include all fees and expenses incurred by Consultant in performing all services hereunder.

B. Consultant may submit monthly or periodic statements requesting payment. Such request shall be based upon the amount and value of the work and services performed by Consultant under this Agreement except as otherwise supplemented or accompanied by such supporting data as may be required by the City.

1. All invoices, including Consultant's verified payment request, shall be submitted by Consultant to the City no later than the twenty-fourth (24th) day of each month for payment pursuant

to the terms of this Agreement. In the event Consultant fails to submit any invoice on or before the twenty-fourth (24th) day of any given month, Consultant defers its right to payment pursuant to said late invoice until the twenty-fourth (24th) day of the following month.

2. Progress payments may be claimed on a monthly basis for reimbursable costs actually incurred to date as supported by detailed statements, including hourly breakdowns for all personnel and other charges. The amounts of all such monthly payments shall be paid within thirty (30) days after the timely receipt of invoice as provided by this Agreement.

C. The City has the right to ask for clarification on any Consultant invoice after receipt of the invoice by the City.

D. In the event payment for services rendered has not been made within forty-five (45) days from the receipt of the invoice for any uncontested billing, interest will accrue at the legal rate of interest. In the event payment has not been made within ninety (90) days from the receipt of the invoice for any uncontested billing, Consultant may, after giving seven (7) days written notice and without penalty or liability of any nature, suspend all work on all authorized services specified herein. In the event payment in full is not received within thirty (30) days of giving the seven (7) days written notice, Consultant may terminate this Agreement. Upon receipt of payment in full for services rendered, Consultant will continue with all authorized services.

E. Final payment shall be made within sixty (60) calendar days after all data and reports (which are suitable for reproduction and distribution by the City) required by this Agreement have been turned over to and approved by the City and upon receipt by the City of Consultant's certification that services required herein by Consultant have been fully completed in accordance with this Agreement and all data and reports for the Project.

V. COMMENCEMENT AND COMPLETION OF WORK

Within seven (7) days of receipt from the City of a Notice to Proceed, Consultant shall commence work on all its obligations as set forth in the Scope of Services or that portion of such obligations as is specified in said Notice. Except as may be changed in writing by the City, the Project shall be complete and Consultant shall furnish the City the specified deliverables as provided in Exhibit A.

VI. CHANGES IN SCOPE OF SERVICES

A change in the Scope of Services shall constitute any material change or amendment of services or work which is different from or additional to the Scope of Services specified in Section I of this Agreement. No such change, including any additional compensation, shall be effective, or paid unless authorized by written amendment executed by the City. If Consultant proceeds without such written authorization, then Consultant shall be deemed to have waived any claim for additional compensation, including a claim based on the theory of unjust enrichment, quantum meruit or implied contract. Except as expressly provided herein, no agent, employee, or representative of the City shall have the authority to enter into any changes or modifications, either directly or implied by a course of action, relating to the terms and scope of this Agreement.

VII. PROFESSIONAL RESPONSIBILITY

A. Consultant hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.

B. The work performed by Consultant shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of work in the applicable community.

C. Consultant shall be responsible for the professional quality, technical accuracy, timely completion, and the coordination of all designs, drawings, specifications, reports, and other services furnished by Consultant under this Agreement. Consultant shall, without additional compensation, correct or resolve any errors or deficiencies in his designs, drawings, specifications, reports, and other services, which fall below the standard of professional practice, and reimburse the City for construction costs caused by errors and omissions which fall below the standard of professional practice.

D. Approval by the City of drawings, designs, specifications, reports, and incidental work or materials furnished hereunder shall not in any way relieve Consultant of responsibility for technical adequacy of the work. Neither the City's review, approval or acceptance of, nor payment for, any of the services shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Consultant shall be and remain liable in accordance with applicable performance of any of the services furnished under this Agreement.

E. The rights and remedies of the City provided for under this Agreement are in addition to any other rights and remedies provided by law.

VIII. ILLEGAL ALIENS

A. Certification. By entering into this Agreement, Consultant hereby certifies that, at the time of this certification, it does not knowingly employ or contract with an illegal alien who will perform work under the Agreement and that Consultant will participate in either the E-Verify Program administered by the United States Department of Homeland Security and Social Security Administration or the Department Program administered by the Colorado Department of Labor and Employment in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the Agreement.

B. Prohibited Acts. Consultant shall not:

1. Knowingly employ or contract with an illegal alien to perform work under this Agreement; or

2. Enter into a contract with a subcontractor that fails to certify to Consultant that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.

C. Verification.

1. Consultant has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement through participation in either the E-Verify Program or the Department Program.

2. Consultant shall not use the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this Agreement is being performed.

3. If Consultant obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien who is performing work under the Agreement, Consultant shall:

a. Notify the subcontractor and the City within three (3) days that Consultant has actual knowledge that the subcontractor is employing or contracting with an illegal alien who is performing work under the Agreement; and

b. Terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to subparagraph (a) hereof, the subcontractor does

not stop employing or contracting with the illegal alien who is performing work under the Agreement; except that Consultant shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien who is performing work under the Agreement.

D. Duty to Comply with Investigations. Consultant shall comply with any reasonable request by the Colorado Department of Labor and Employment made in the course of an investigation conducted pursuant to C.R.S. § 8-17.5-102(5)(a) to ensure that Consultant is complying with the terms of this Agreement.

E. If Consultant does not currently employ any employees, Consultant shall sign the NO Employee Affidavit attached hereto.

F. If Consultant wishes to verify the lawful presence of newly hired employees who perform work under the Agreement via the Department Program, Consultant shall sign the Department Program Affidavit attached hereto.

IX. INDEMNIFICATION

A. INDEMNIFICATION – GENERAL: The City cannot and by this Agreement does not agree to indemnify, hold harmless, exonerate or assume the defense of the Consultant or any other person or entity whatsoever, for any purpose whatsoever. Provided that the claims, demands, suits, actions or proceedings of any kind are not the result of professional negligence, the Consultant, to the fullest extent permitted by law, shall defend, indemnify and hold harmless the City, its Council members, officials, officers, directors, agents and employees from any and all claims, demands, suits, actions or proceedings of any kind or nature whatsoever, including worker's compensation claims, in any way resulting from or arising from the services rendered by Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, under this Agreement; provided, however, that the Consultant need not indemnify or save harmless the City, its Council members, its officers, agents and employees from damages resulting from the negligence of the Council members, officials, officers, directors, agents and employees.

B. INDEMNIFICATION FOR PROFESSIONAL NEGLIGENCE: The Consultant shall, to the fullest extent permitted by law, defend, indemnify and hold harmless the City, its Council members, and any of its officials, officers, directors, and employees from and against damages, liability, losses, costs and expenses, including reasonable attorneys fees, but only to the extent caused by or arising out of the negligent acts, errors or omissions of the Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, in the performance of professional services under this Agreement. The Consultant is not obligated under this subparagraph IX.B. to indemnify the City for the negligent acts of the City, its Council members, or any of its officials, officers, directors, agents and employees.

C. INDEMNIFICATION – COSTS: Consultant shall, to the fullest extent permitted by law, defend, investigate, handle, respond to, and provide defense for and defend against, any such liability, claims or demands at the sole expense of Consultant or, at the option of the City, agrees to pay the City or reimburse the City for the defense costs incurred by the City in connection with any such liability, claims or demands. Consultant shall, to the fullest extent permitted by law, defend and bear all other costs and expenses related thereto, including court costs and attorney fees, whether or not any such liability, claims or demands alleged are groundless, false or fraudulent. If it is determined by the final judgment of a court of any competent jurisdiction that such injury, loss or damage was caused in whole or in part by the act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees, the City shall reimburse Consultant for the portion of the judgment attributable to such act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees.

D. To the extent this Agreement is subject to C.R.S. § 13-50.5-102(8), Contractor's liability under this provision shall be to the fullest extent of, but shall not exceed, that amount represented by the degree or

percentage of negligence or fault attributable to Contractor, any subcontractor of Contractor, or any officer, employee, representative, or agent of Contractor or of any subcontractor of Contractor. If Contractor is providing architectural, engineering, surveying or other design services under this Agreement, the extent of Contractor's obligation to defend, indemnify and hold harmless the Town may be determined only after Contractor's liability or fault has been determined by adjudication, alternative dispute resolution or otherwise resolved by mutual agreement of the Parties, as provided by C.R.S. § 13-50.5-102(8)(c).

X. INSURANCE

A. Consultant agrees to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. Such insurance shall be in addition to any other insurance requirements imposed by this Agreement or by law. Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to Section IX, above, by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

B. Consultant shall procure and maintain, and shall cause any subcontractor of Consultant to procure and maintain, the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

1. Worker's Compensation Insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this Contract, and Employer's Liability Insurance with minimum limits of five hundred thousand dollars (\$500,000) each incident, five hundred thousand dollars (\$500,000) disease - policy limit, and five hundred thousand dollars (\$500,000) disease - each employee.

2. Commercial general liability insurance with minimum combined single limits of one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) general aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interests provision.

3. Professional liability insurance with minimum limits of six hundred thousand dollars (\$600,000) each claim and one million dollars (\$1,000,000) general aggregate.

C. The policy required by paragraph 2. above shall be endorsed to include the City and the City's officers, employees, and consultants as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, its employees, or its consultants shall be excess and not contributory insurance to that provided by Consultant. No additional insured endorsement to the policy required by paragraph 1. above shall contain any exclusion for bodily injury or property damage arising from completed operations. Consultant shall be solely responsible for any deductible losses under any policy required above.

D. The certificate of insurance provided for the City shall be completed by Consultant's insurance agent as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the City prior to commencement of the Agreement. No other form of certificate shall be used. If the City is named as an additional insured on any policy which does not allow for the automatic addition of additional insureds, the Consultant's insurance agent shall also provide a copy of all accompanying endorsements recognizing the City as an additional insured. The

certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be cancelled, terminated or materially changed until at least thirty (30) days prior written notice has been given to the City. The completed certificate of insurance shall be sent to:

City of Northglenn
Attn:
11701 Community Center Drive
Northglenn, Colorado 80233-8061

E. Failure on the part of Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of agreement upon which the City may immediately terminate this Agreement, or at its discretion, the City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Consultant to the City upon demand, or the City may offset the cost of the premiums against any monies due to Consultant from the City.

F. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

G. The parties hereto understand and agree that the City, its officers, and its employees, are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations (presently three hundred fifty thousand dollars (\$350,000) per person and nine hundred ninety thousand dollars (\$990,000) per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, Colo. Rev. Stat., §§ 24-10-101, et seq., as from time to time amended, or otherwise available to the City, its officers, or its employees.

XI. NON-ASSIGNABILITY

Neither this Agreement, nor any of the rights or obligations of the parties hereto, shall be assigned by either party without the written consent of the other.

XII. TERMINATION

This Agreement shall terminate at such time as the work in Section I is completed and the requirements of this Agreement are satisfied, or upon the City's providing Consultant with seven (7) days advance written notice, whichever occurs first. In the event the Agreement is terminated by the City's issuance of said written notice of intent to terminate, the City shall pay Consultant for all work previously authorized and completed prior to the date of termination. If, however, Consultant has substantially or materially breached the standards and terms of this Agreement, the City shall have any remedy or right of set-off available at law and equity. If the Agreement is terminated for any reason other than cause prior to completion of the Project, any use of documents by the City thereafter shall be at the City's sole risk, unless otherwise consented to by Consultant.

XIII. CONFLICT OF INTEREST

The Consultant shall disclose any personal or private interest related to property or business within the City. Upon disclosure of any such personal or private interest, the City shall determine if the interest constitutes a conflict of interest. If the City determines that a conflict of interest exists, the City may treat such conflict of interest as a default and terminate this Agreement.

XIV. VENUE

This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in the County of Adams, State of Colorado.

XV. INDEPENDENT CONTRACTOR

Consultant is an independent contractor. Notwithstanding any provision appearing in this Agreement, all personnel assigned by Consultant to perform work under the terms of this Agreement shall be, and remain at all times, employees or agents of Consultant for all purposes. Consultant shall make no representation that it is the employee of the City for any purposes.

XVI. NO WAIVER

Delays in enforcement or the waiver of any one or more defaults or breaches of this Agreement by the City shall not constitute a waiver of any of the other terms or obligation of this Agreement.

XVII. ENTIRE AGREEMENT

This Agreement and the attached Exhibits A and B is the entire Agreement between Consultant and the City, superseding all prior oral or written communications. None of the provisions of this Agreement may be amended, modified, or changed, except as specified herein.

XVIII. SUBJECT TO ANNUAL APPROPRIATION

Consistent with Article X, Section 20 of the Colorado Constitution, any financial obligations of the City not to be performed during the current fiscal year are subject to annual appropriation, and thus any obligations of the City hereunder shall extend only to monies currently appropriated.

XIX. NOTICE

Any notice or communication between Consultant and the City which may be required, or which may be given, under the terms of this Agreement shall be in writing, and shall be deemed to have been sufficiently given when directly presented or sent pre-paid, first class United States Mail, addressed as follows:

The City: City of Northglenn
11701 Community Center Drive
Northglenn, Colorado 80233-8061

Consultant: _____

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same in duplicate.

CITY OF NORTHGLENN, COLORADO

By: _____

Joyce Downing
Print Name

Mayor
Title _____ Date

ATTEST:

Johanna Small, CMC Date
City Clerk

APPROVED AS TO FORM:

Corey Y. Hoffmann Date
City Attorney

CONSULTANT:

By: Katherine Mangle
Katherine Mangle
Print Name

ATTEST:

By: _____

Print Name

Vice President, as duly authorized 2/17/17
Title _____ Date

Title _____ Date

EXHIBIT A

Scope of Work

Task 1. Project Management

Project Manager Sam Piper has extensive experience leading citywide bicycle and pedestrian plans, leveraging GIS-tools to produce data-driven deliverables, and engaging stakeholders and the public in creative ways. Alta's procedures for effectively managing a project can be found on page 2.

TASK 1.1 PROJECT UPDATE MEETINGS

Alta will lead frequent project update meetings with City staff. These monthly meetings will help guide the planning process through discussions about status and direction of the planning process. These meetings will also provide opportunities to review project deliverables, review the schedule, and discuss next steps. We anticipate the meetings will consist of a core group of City staff representing multiple departments, and other key stakeholders identified in coordination with City staff, such as a HEAL representative. Alta will prepare agendas for and facilitate these meetings. Alta anticipates to facilitate up to seven project update meetings in-person, or one meeting per technical task. The remainder of the meetings are expected to be conference calls, although Alta will remain flexible, and will seek to identify opportunities to pair project update meetings with other meetings in Northglenn when feasible.



Alta will identify destinations in the community through a public health and wellness lens, known as *The 7 Dimensions of Health and Wellness*.

TASK 1.2 KICKOFF MEETING

The Alta team will hold a kick-off meeting with the City's project manager, or project management team, to confirm task elements, roles, project schedule, and discuss the planned approach to public involvement. This meeting will also set expectations for project deliverables, and address questions or concerns. After the meeting, a final public involvement plan will be delivered that specifies dates and venues for public engagement.

Deliverables:

- Up to ten project update meetings (up to 7 in-person), including the project kick-off meeting
- Final public involvement plan

Task 2. Existing Conditions Inventory

TASK 2.1 DISCOVERY PHASE

Alta will prepare a data needs memo with requests for information needed to commence work. We assume the City and partner agencies will assist with providing the GIS files required for this project so that we can use available data to complete project work.

Once data has been collected, Alta will prepare an existing conditions base map. This will include the following features:

- Existing non-motorized transportation network
- Transit networks and major transit hubs (as well as boarding/alighting data by stop, if available)
- Primary and secondary community destinations that should be connected via non-motorized facilities. The identification of destinations will be informed by conversations with City staff, and Alta's Seven Dimensions of Health and Wellness approach. This exercise is used to identify places that represent several elements of the Seven Dimensions of Health and Wellness and underscore the importance of connecting people to them via bicycle and pedestrian facilities.

After developing the base map, our team will facilitate the following series of bicycling and walking inventory exercises.

Using available data, we will prepare an inventory of the City's street network through a combination of GIS analysis and field work. The purpose of the inventory will be to determine key streets that have right-of-way that could accommodate dedicated bicycle and pedestrian facilities. Alta will assess overall right-of-way, in addition to curb-to-curb potential, to identifying strategies to provide high-quality bicycle and pedestrian facilities. Within the curb-to-curb, we will

analyze travel lane width and relationship to roadway capacity. We will develop a map that identifies these roadways that represent potential opportunities for bicycle and pedestrian facilities.

In coordination with City staff, Alta will identify existing bike parking at key origin/destination points. We will map the type of bike parking, focusing on existing bike parking at community centers, schools, parks, transit and park-n-rides.

In coordination with City staff, Alta will create a table of existing community programs that support walking and bicycling. These tables will be grouped according to the 6 E's (Engineering, Education, Encouragement, Evaluation, Enforcement, and Equity). The task will serve as the baseline for program recommendations identified in Task 7.5 Community Programs and Events.

TASK 2.2 ESTIMATING BICYCLING AND WALKING LEVELS

In order to understand where people currently walk and bike. Alta will work with City staff to conduct 2-hour bicycle and pedestrian field counts at up to five locations. The sites will be determined in coordination with City staff. For this task, Alta anticipates using a data collection firm that we have worked with in the past.

TASK 2.3 BICYCLE AND WALKING FACILITY SUPPLY ANALYSIS

While Task 2.2 will seek to identify where there is demand for walking and bicycling, this task will focus on the existing supply of walking and bicycling facilities. To accomplish this, Alta will conduct two models, a Bicycle Levels of Traffic Stress Analysis (BLOS) and a Pedestrian Level of Service Analysis (PLOS). Additionally, Alta will perform a crash analysis to identify areas where collisions are occurring, and summarize overall trends. Alta will field review and verify the results of the model for validity.

Bicycle Level of Traffic Stress (BLOS) Analysis

Alta will use available data to complete a BLOS analysis adapted from the 2012 Mineta Transportation Institute (MTI) Report 11-19: Low-Stress Bicycling and Network Connectivity. The approach outlined in the MTI report uses roadway network data, including posted speed limit, the number of travel lanes, and the presence and character of bicycle lanes, as a proxy for bicyclist comfort level. Road segments are classified into one of four levels of traffic stress (LTS) based on these factors. The lowest level of traffic stress, LTS 1, is assigned to roads that would be tolerable for most children to ride, and could also be applied to multi-use paths that are separated from motorized traffic; LTS 2 roads are those

that could be comfortably ridden by the mainstream adult population; LTS 3 is the level assigned to roads that would be acceptable to current "enthused and confident" cyclists; and LTS 4 is assigned to segments that are only acceptable to "strong and fearless" bicyclists, who will tolerate riding on roadways with higher motorized traffic volumes and speeds.

Pedestrian Level of Service (PLOS) Analysis

Alta will also conduct a PLOS analysis based on existing data, measuring pedestrian safety along segments and at intersections, and identifying midblock crossing needs. The segment element of the PLOS analysis measures pedestrian safety based on four factors: posted speed limit, roadway width (number of travel lanes), pedestrian buffer (on-street parking or bicycle lanes), and the presence of sidewalks. This approach is rooted in the concept that a doubling of travel speed results in a four-fold increase in stopping time and crash severity.

A two-part crossing analysis will be conducted to understand the level of service of pedestrian movements across major corridors. First, intersections along major roadways will be reviewed for the quality of pedestrian crossing infrastructure. Second, major roadway corridors will be examined for the safety of midblock crossings of those corridors. This approach is rooted in evidence on pedestrian crash reduction factors related to design treatments or interventions. The level of detail for this analysis will depend upon available data.

Bicycle and Pedestrian Crash Analysis

Using readily available, geocoded data, Alta will review bicycle and pedestrian crash data from the past five years. We will prepare a map of bicycle and pedestrian crashes. Trends in crash location, roadway type, and rates of injury will be identified. A chart will also be created that displays how rates of crashes have changed over the data collection period.

Traffic Impact Analysis/Traffic Impact Studies Review

Alta will perform a high-level review of these documents. The goal of this review is to determine how well the needs of bicyclists and pedestrians have been incorporated into past traffic studies. General conclusions and recommendations for improvement will be identified.

Deliverables:

- Data collection memo
- Technical Memo #1: Existing Conditions Inventory, including:

- » Base map of existing conditions and destinations
- » Bicycling and walking inventory maps and tables
- » Graphic summary of count locations and data collected
- » Bicycling and walking demand map
- » Color-coded BLOS and PLOS maps
- » Crash map and supporting graphics
- » Findings from traffic impact analysis/traffic impact studies

Task 3. Identify Opportunities and Constraints

TASK 3.1 EQUITY ANALYSIS

Some people choose to walk and bicycle, but have other options for their personal mobility, such as driving. Other people walk and bicycle out of necessity, because they have no other options for transportation. Those who walk and bicycle out of necessity tend to be lower-income, at-risk populations. Making improvements for these people is critical, since they rely on walking and bicycling for most of their trips. Alta will use an equity analysis to determine where pockets of “necessity pedestrians/bicyclists” exist in Northglenn. This analysis will evaluate Census tracts to determine areas where there are likely concentrations of at-risk populations, or “equity hot spots.” The results of the analysis will help to reveal if equity hot spots lack non-motorized infrastructure, and will be used to inform the development of the opportunities and constraints map and themes described in the following task.

TASK 3.2 OPPORTUNITIES AND CONSTRAINTS ANALYSIS

The equity analysis will be combined with results from previous tasks to determine opportunities to improve connectivity, as well as constraints to making improvements. We will prepare a map, along with a summary of primary themes, that identifies these opportunities and constraints. Opportunity themes could include existing wide rights-of-way, existing trails, and new connections to destinations. Constraints themes could include multi-lane roadways, long crossing distances, and the curvilinear nature of many residential streets in Northglenn.

Deliverables:

- Technical Memo #2: Opportunities and Constraints, including:
 - » Health/equity analysis
 - » Opportunities and constraints map
 - » Opportunities and constraints themes
 - » Summary of the analysis process

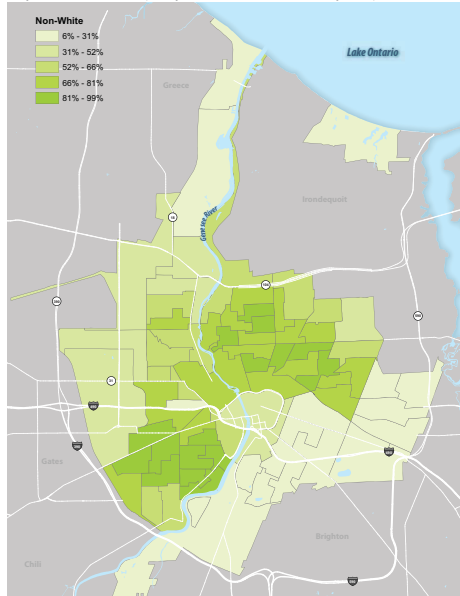
Task 4. Network Analysis and Evaluation

TASK 4.1 ECONOMIC BENEFITS OF BICYCLING AND WALKING

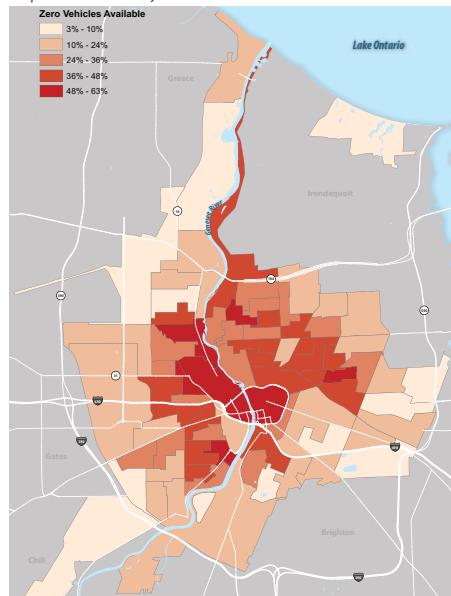
In recent years, communities have come to recognize the economic benefits of becoming more walkable, bikeable places. Research suggests that home values rise if homes are adjacent to shared use paths, or located in more walkable neighborhoods. By providing better walking and bicycling facilities, more people can use these modes more often. Bicycling or

walking is less costly than driving, and this cost savings represents a key economic benefit of improving active transportation conditions. This is especially important for low-income populations, as transportation expenses can represent a significant proportion of their income. Additionally, more active people tend to have a lower risk of disease. By providing better walking and bicycling facilities, more people may be inclined to become active, which could translate into health care savings for communities. We will prepare infographics summarizing

Map 2-5: Percent of Population that are People of Color



Map 2-6: Percent of Households Without Access to a Car



Sam and Chris have led the development of Equity Analyses in cities across the country. This analysis is helpful to determine if existing bicycle and pedestrian infrastructure within these areas, and to surrounding destinations, is sufficient

these themes, and other economic benefits specific to Northglenn, to show the correlation between economic benefits and the implementation of bicycle and pedestrian facilities.

TASK 4.2 BIKE PARKING RECOMMENDATIONS

Alta will provide Northglenn with an analysis and associated recommendations to meet the City’s existing and future bicycle parking needs. Alta will evaluate the adequacy of the existing parking inventory, assess areas of the city where capacity should be added at existing locations, and determine where new racks should be placed. This assessment will be informed by analysis conducted in previous tasks, such as identification of community destinations, the existing bike parking map, and the bicycling/walking demand map, as well as conversations with City staff about where demand exists. The online input map described in Task 8.4 Social Media Programming will also be used to allow Northglenn residents to suggest racks in areas that are underserved.

Alta will synthesize this information and develop recommendations for additional locations of future short-term and long-term racks. We will explore innovative ideas like bike corrals that could be installed in public plazas or parking spaces/lots. Alta’s analysis will include the option for overnight and covered bicycle parking areas, depending on context and need.

TASK 4.3 MISSING LINKS MAP

Using the existing conditions analysis, opportunities and constraints exercises, field work, and input collected through public meetings and online engagement tools, Alta will develop a map that illustrates both spot and linear gaps in the existing walking and trails network, as well as gaps that could be filled through the provision of on-street bicycle facilities. This gap map will focus on improving connections to destinations in the community, as identified in Task 2.1 Discovery Phase. In identifying the gaps, we will consider average travel times for bicyclists and pedestrians to destinations, and average walk/bike distance thresholds.

Deliverables:

- Technical Memo #3: Network Analysis and Evaluation, to include:
 - » Summary information graphics on economic benefits of walking and bicycling
 - » Bike parking recommendations map and progress summary
 - » Missing links map and progress summary

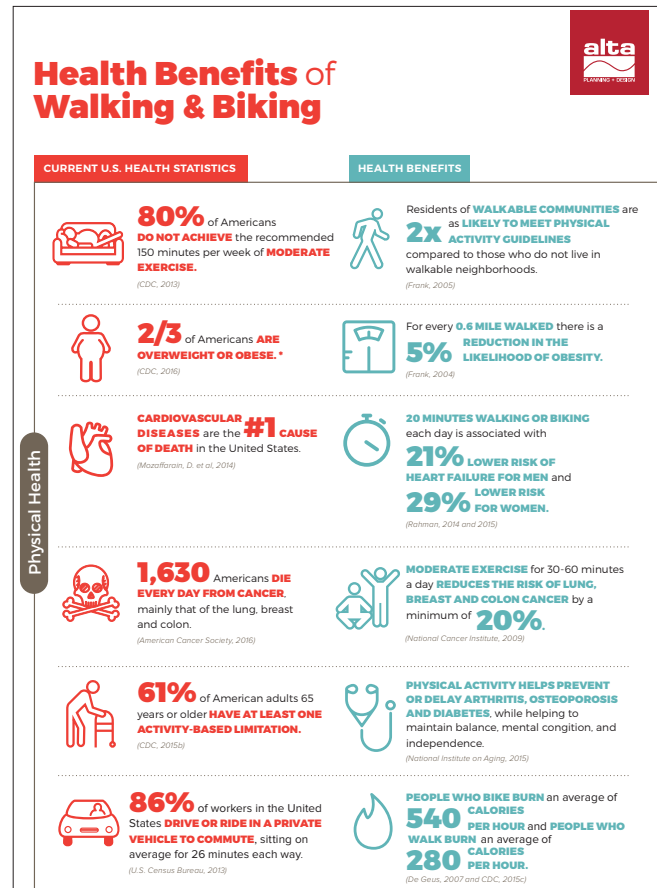
Task 5. Visions and Goals Development

Alta will work with the public, stakeholders and City Council to develop a vision and goals for the plan. The online survey developed in Task 8.4 Social Media Programming will also be used to inform the development of this task.

TASK 5.1 VISION AND GOALS DEVELOPMENT

Alta will facilitate a meeting with City staff and other stakeholders to work towards the development of the vision and goals for the plan. Alta will use a method of meeting facilitation known as the “technology of participation.” This method focuses on identifying overarching ideas for the vision and goals without word-smithing. This approach will involve attendees in a bottom-up approach to identify priority themes and ideas. Alta will record these ideas, and after the meeting, format them into a cohesive vision statement and set of goals.

Alta will prepare the draft vision statement and goals, and circulate them internally for review and comment. The revised version will then be presented to City Council, and will be modified as necessary.



Alta specializes in the development of clear, graphic documents that convey important information about the benefits of walking and bicycling. These handouts are useful in communicating complex information concisely and effectively.

Deliverables:

- Technical Memo #5: Vision and Goals

Task 6. Recommendations**TASK 6.1 RECOMMENDATIONS**

Following our robust existing conditions inventory, opportunities and constraints assessment, gap analysis and evaluation, public engagement and field work, Alta will prepare facility recommendations to improve walking and bicycling in Northglenn. The recommendations will be displayed visually via a citywide bicycle and pedestrian map, and will be categorized as on-road facilities, sidewalks, crosswalks, shared use paths and corridors where lighting improvement is needed.

TASK 6.2 EVALUATION CRITERIA

Alta will work with City staff and stakeholders to develop a list of evaluation criteria that will be used to score and prioritize projects developed in Task 6.1. The evaluation criteria will stem from the Vision Statement and Goals developed in Task 5, and will be informed by the online survey, described in Task 8.4, which will be used to determine the public's priorities. The criteria will be used to help staff identify the relative priority of projects, and could include cost, phasing, connectivity to destinations, ease of implementation, community support, population characteristic related to health or equity, identified safety issues, or other important factors identified through the planning process. Alta will prepare a draft list of criteria, and after City review and comment, will finalize them.

TASK 6.3 DESIGN GUIDANCE

Alta has been a leader in bikeway and pedestrian facility design for more than twenty years, having authored the NACTO *Urban Bikeway Design Guide*, and the recently published FHWA *Small Town and Rural Community Multimodal Network Guide*. We will use our national and local implementation experience to review the City's Standards and Specifications and make recommendations for how to integrate bicycle and pedestrian facility guidelines/standards.

TASK 6.4 WAYFINDING SIGNAGE PLAN

Alta will also work to identify priority wayfinding routes in Northglenn. These routes will be developed based upon Alta's evaluation of where bicycling and walking demand exists, and where logical routes are that connect community destinations. Additionally, Alta will review regional wayfinding routes that pass through Northglenn. The priority routes will also be informed by public engagement, and existing and proposed facility recommendations.

After this assessment, Alta will prepare a draft map of priority wayfinding routes for internal review and comment, and then will revise the routes. While additional wayfinding routes may be identified in the future, the priority routes will serve as the foundation of Northglenn's wayfinding network, and provide the groundwork needed to begin the process of implementing bicycle and pedestrian signage after the completion of this plan.

Alta will also provide best practices for bicycle and pedestrian wayfinding, including wayfinding elements, signage standards, and placement location practices. These best practices will be based upon our experience helping communities in the Front Range design and implement such signage, and will conform to national guidelines. Alta will also prepare a series of next steps that Northglenn could take to fast track the implementation of signage in the community.

Deliverables:

- Technical Memo #4: Recommendations, including:
 - » Citywide bicycle and pedestrian map
 - » Evaluation criteria
 - » Design guidance
 - » Wayfinding signage plan

Task 7. Implementation Program**TASK 7.1 PROJECT PRIORITIZATION**

Using the finalized evaluation criteria in Task 6.2, Alta will develop a prioritization matrix in coordination with City staff. Once the matrix has been verified, Alta will score roadway retrofit projects and group them into project investment tiers, sorted by high-priority, medium-priority, and lower-priority projects. This will help the City focus on all high priority projects initially, and not focus exclusively on individual scores. High priority projects can be implemented opportunistically as funding sources become available and roadways are reconstructed. Having a list of tiered projects also helps the City position itself more competitively for grant applications, which are a primary funding source for bicycle and pedestrian projects.

7.2 CONCEPT PROJECTS

Influenced by the project prioritization process and input from the project steering committee, public and City staff, Alta will prepare concept designs for up to five concept projects. Appropriate graphics will be prepared for each project depending on project type, and could include a plan view illustration, representative cross-section or photosimulation of the proposed improvement.

In addition to concept designs, Alta will prepare planning level cost estimates for each of the five concept projects for use with CIP Programming. Alta will also create a matrix that specifies department-level responsibilities to move each project forward towards implementation, and a proposed phasing plan and next steps for the concept projects.

7.3 PLAN IMPLEMENTATION EVALUATION FRAMEWORK

Alta has a successful track-record of helping communities create living documents that lead towards implementation. We will use this past experience, combined with input from City staff, to develop a plan implementation evaluation framework.

Once the background research is complete, Alta will prepare a checklist that staff can review regularly to track the progress of implementing the plan. This will be developed in close coordination with City staff so the level of effort required by the checklist is reasonable, and so that it remains a useful tool after the plan’s adoption.

7.4 PILOT PROJECT

Alta will collaborate with City staff to design and install a six-month pilot project. This pilot project will test the functionality of one of the recommended improvements. Alta recommends identifying potential pilot project corridors early in the project so that the pilot

can be designed and implemented between May and October. Alta will work with City staff, stakeholders, and the public to determine which project should be used for the pilot. Once the project has been determined, Alta will provide a recommendation for a trial installation that can be reasonably implemented from May to October. As design plans are being developed, we will identify a list of pre- and post-implementation evaluation criteria to help inform the city and other stakeholders of what measures of success should be considered in determining how to make the project (or others like it) permanent.

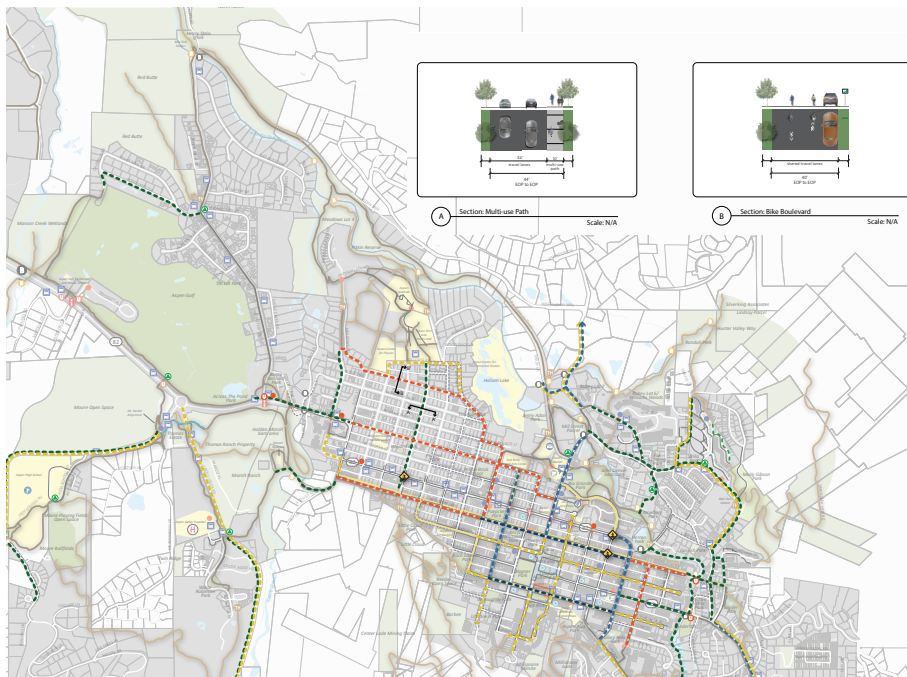
Alta will provide simple construction plans that will include:

- Pavement striping and symbols
- Parking reconfiguration (if applicable)
- Detail sheets, including:
 - » Striping dimensions and symbol details
 - » Typical construction details of roadway elements
- Layout plans depicting new signs and signs to be removed or relocated

Construction documents will be coordinated with various City departments; our goal will be to streamline the process so the construction documents provide sufficient detail, but do not requiring excessive time or expense to prepare.

7.5 COMMUNITY PROGRAMS AND EVENTS

In addition to implementing non-motorized infrastructure (Engineering), it is important to advance programs that support walking and bicycling. The additional five E’s address these factors. Education programs give people of all ability levels the confidence to use active modes of transportation, and teach travelers how to interact with each other safely. Similar to education programs, Encouragement programs provide incentives and benefits to the public to try walking and bicycling as modes of transportation. Enforcement programs help to provide greater compliance to the “rules of the road”, and Evaluation programs help to track progress and statistics related to improving active transportation. Equity programs



Alta developed Phase I of Aspen’s Bicycle and Pedestrian Master Plan, which resulted in over 100 recommendations that would improve active transportation. Sam Piper is currently managing Phase II of the project, which is focused on developing designs for six key corridors in the downtown area, as well as implementing a pilot project.

facilitate equitable access to affordable and reliable transportation options, such as walking and bicycling, for traditionally underserved populations. Alta has a dedicated Programs Team who work exclusively on developing active transportation programs for communities across the country. Using lessons learned from our national and local experience, as well as the review of existing programs described in Task 2.1, Alta will prepare program recommendations specific to Northglenn according to the “6 E’s” framework. These recommendations will include events that can help to build a culture that supports walking and bicycling for all types of trips.

7.6 FUNDING SOURCES

The range of funding sources for bicycle and pedestrian projects is constantly changing. Since Alta frequently works with communities to fund projects, we stay apprised of these changes and can share this important information with our clients. For this task, Alta will prepare summary tables of federal, state, and local funding sources. In Colorado, funding sources have proliferated in recent years, and specific emphasis will be placed on highlighting programs that can be used to fund bicycle and pedestrian projects in Colorado communities. Alta will also discuss with staff options to create dedicated local funding sources for bicycle and pedestrian infrastructure, and include recommendations in the plan that could be supported by the community.

7.7 DRAFT AND FINAL MASTER PLAN REPORT

Using the technical memos, which will have been reviewed and revised over the course of the planning process, Alta will prepare a draft Bicycle Master Plan document, inclusive of the Implementation Chapter, and submit it for review and comment. Alta assumes comments on the draft report will be consolidated into a single set of comments, and unified direction will be provided to revise the report after the review period has ended. Alta will address this one, final round of comments, and incorporate them into a final Master Plan Report, which will be delivered electronically to City staff as an InDesign document (or similar format, approved by staff).

Deliverables:

- Technical Memo #5: Implementation, including:
 - » Prioritized projects
 - » Concept plans
 - » Pilot project design and implementation
 - » Design guidance
 - » Wayfinding signage plan
- Draft and final Master Plan Report

Task 8. Engagement Process

Alta will lead an engaging public outreach process that reaches a broad cross-section of the public and stakeholders. Key elements of the public outreach schedule will include two active transportation audits, two public meetings, multiple alternative engagement activities and online engagement tools, and extensive council engagement. Alta is committed to engaging people who have never attended a public meeting for a planning project before, and has been successful in generating their input during similar bicycle and pedestrian master planning efforts.

Throughout the course of the project, Alta will collaborate with Northglenn staff to set meeting logistics. Alta will prepare maps, relevant handouts, presentations and sign-in sheets for meetings. It is the expectation that Northglenn staff will secure meeting locations, advertise and promote the events, and provide simple refreshments for the public.

TASK 8.1 WALKING AND BICYCLING AUDIT

Walking Audit

Alta proposes hosting two walking audits on the same day. The audits will be organized based on the audience. The first audit will be held for the project steering committee, and the second will be open to the general public. The steering committee walking audit will be rooted in a more technical discussion focusing on nuanced recommendations and facility design. We will focus on topics such as technical specifications for ADA compliance, traffic signal operations, and AASHTO and NACTO best practices. The general public audit will be more contextual in nature and focused on a more qualitative dialogue to demonstrate topics such as land use/transportation integration, and people’s need for adequate buffer space, crossing frequency, and specific intersection treatments. Alta will determine the preferred audit route in coordination with City staff.

Bicyclist Academy

Bicycling audits can be challenging for novice riders, or members of City staff or the steering committee who are not comfortable riding in the road. For this element, we proposed a two-part “Bicyclist Academy.” Part 1 will be oriented towards novice bicyclists, and for this component, we will emulate what it is like to ride on-road by replicating common roadway features in a controlled environment. To accomplish this, Alta will outline bicycling facilities in a parking lot and have participants bicycle through them. Alta will use baseball chalk to mark 6-foot, 5-foot, and 4-foot lanes, and include some obstructions along these lanes, such as

parked cars and trash receptacles. This approach has proven to be successful in eliciting discussion about how people feel in the different situations, and how this relates to peoples' experiences riding in other facilities in the city. For Part 2, we will take a smaller group of more confident bicyclists on a pre-designated route ride, to translate what we heard in Part 1 to on-the-street conditions. For Part 2, we will ride the facilities with video recording devices, such as a GoPro, mounted on two different bikes. From these perspectives, videos can be made from an unimpeded view of the front rider to observe all conditions, as well as a view from the behind rider, to get a view of how the front rider maneuvers along the streets.

TASK 8.2 PUBLIC MEETINGS

For both Meeting #1 and Meeting #2, Alta will be available to bring the project to the people, and can host these meetings at an outdoor public venue. Hosting these meetings at a popular public space (either on the weekend or during a weekday) could help attract people to the project that may not otherwise attend.

Meeting #1. Listen to the People

The first public meeting will focus on engaging people who live, learn, work, and recreate in Northglenn. The meeting will include an overall project presentation that provides information about objectives and what we are seeking from the public through the course of the planning process. Alta will set-up a large vinyl map, that will be rolled out for participants to absorb and consider where they would like to see walking and bicycling improvements in the city. Attendees will be encouraged to write their thoughts on a post-it notes corresponding to different facility improvements, and place the notes directly on the map where they would like to see the improvement. Alta will also prepare boards including different bicycle and pedestrian facility treatments, and ask that the public to place stickers to vote for the treatments that would like to

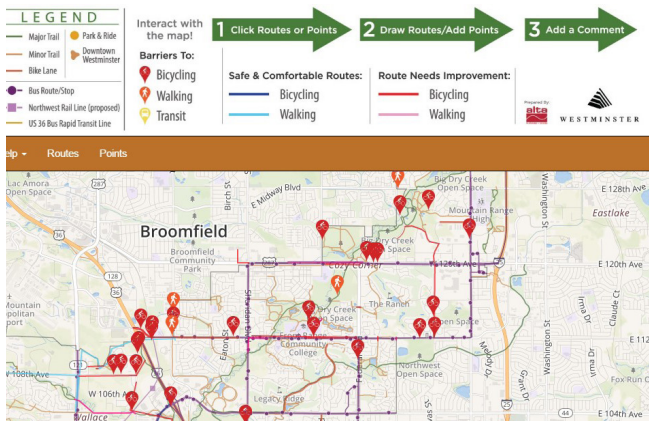
see recommended in the plan. During this mapping exercise, the team will have discussion with individuals and small groups to better understand prevailing concerns, sentiments, or hopes they may have with the final plan. This meeting could be held during the Food Truck Carnival in May, which has the potential to attract a large group of people.

Meeting #2. Preliminary Findings and Feedback

The second public meeting will focus on presenting information prepared through the planning process. By the time this meeting is held, the existing conditions inventory, opportunities and constraints, and analysis and evaluation tasks and preliminary recommendations will have been completed. At the meeting, Alta will prepare boards that create a story, showing how the team used the multiple rounds of analysis and public engagement to arrive at draft recommendations. The public will be asked to review the draft recommendations to determine if there are any critical gaps in the proposed network. Boards with example bicycle and pedestrian treatments included in the recommendations will be provided so that the public can visualize the improvements. If the priority projects have been identified at this point in the process, these projects will be showcased on the large vinyl map so that the public can visualize where these improvements are in relation to where they live and work.

TASK 8.3 ALTERNATIVE ENGAGEMENT ACTIVITY

Alta proposes a series of alternative engagement activities that will help to introduce the project to the community, and generate feedback that can be used to



From mobile meetings to online input maps, Alta uses innovative and inclusive methods to gather public input.

influence the direction of the project. Alta is proposing that all of the following alternative engagement activities be included if we are selected for the project.

Project Business Cards

Alta will work with staff to develop a simple project title that is easily recognizable, and color scheme. Once this is established, Alta will prepare and print business cards that will be used for the duration of the project. The cards will be distributed at public events, and will include a URL/QR code for the project website.

Mobile Meetings

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 about and provide input for the plan, Alta proposes bringing the project to the public. Alta will facilitate two mobile, outdoor meetings in places around Northglenn where there is a concentration of people that are simply out-and-about.

For each of these events, Alta will create an outdoor meeting venue that includes a large map of Northglenn described in Task 8.2 Public Meetings. We will lead a “wish list” mapping exercise, where people will be encouraged to place colored post-it notes representing different infrastructure improvements, and write comments on the post-its. The post-its could correspond to crossing improvements, better access to transit, or places where bicycle facilities or a shared use path should be installed. Each meeting will last for approximately 2 hours.

The mobile meetings will each be held in different parts of the city so a wide range of neighborhoods and residents have an opportunity to engage with the project. Potential locations for the meetings include RTD’s Wagon Road Park-N-Ride, the Marketplace Shopping Center, or the Northwest Open Space Park during a day when baseball games are occurring. The organization of these mobile meetings is meant to complement the online input map, and together, these input methods will be used to identify areas where the community desires improvements to be made. Project Manager Sam Piper has successfully led this type of meeting for Westminster’s ongoing Mobility Action Plan, and the client is submitting this project for a DRCOG Metro Visions Award.

Pilot Project Grand Opening

In Task 7.4 Pilot Project, Alta will collaborate with City staff to design and install a 6-month pilot project. It is anticipated that the pilot will be installed in May 2017. Alta proposes to hold a grand opening celebration when the pilot opens to the public. For this event,

Alta will staff a booth along the pilot project corridor. At the booth, we will provide information about the project, and ask people what they think about the new facility. The large vinyl map can also be brought to this event to provide another opportunity for project feedback. This event will help to kick-off the pilot project and increase community awareness of its purpose. Information about the grand opening will be posted to the project website, and City staff, stakeholders and City Council members will be invited.

TASK 8.4 SOCIAL MEDIA PROGRAMMING

Alta often uses websites as a tool during our planning and design projects. They are a successful in soliciting public engagement, offer the community an opportunity to provide online feedback at their own convenience, and are an efficient platform for posting project updates throughout plan development.

Project Manager Sam Piper has significant experience maintaining websites for a variety of project types. He is well-versed on in a variety of website and social media platforms, and as the primary point of contact for Alta, can make changes and updates to the project website quickly and efficiently. Alta’s in-house web developer, Jung Lee, is also available to help implement other features that require more specialized expertise.

The public outreach plan for the plan incorporates online tools, providing the public the opportunity to learn about the project and provide input on their own schedules. There will be four online tools used over the course of the project, including a webpage, an interactive map, a smart phone mobile application, and online survey.

Project Website. The project website will be the primary portal to project information, materials and many forms of involvement. The site will be attractive and have a unique URL which is easy to remember

We envision the website to be the portal for:

- **Social Media.** The project website will act as a vector for applicable social media. Alta has found that the most successful social media campaigns for these types of plans use existing resources, such as the City of Northglenn’s Facebook feed, or other allied local organizations. The benefit of using an existing feed is that these pages have an established follower base, while a new feed will not. Where possible, we will seek to use existing social media feeds, such as Facebook, to get the word out, and provide content as necessary.
- **Smart Phone Optimized Public Input Map.** Project Manager Sam Piper has led the development of

multiple online input maps for bicycle and pedestrian projects. Having our own in-house input map tool gives us much more control over the presentation of the data, and unlike other platforms, our tool is optimized for mobile phone use. Sam has significant experience collecting data from these tools and summarizing it effectively so that the input guides the planning process. Existing walking and bicycling facilities will be added to the map, and the public will be directed to use the tool to provide input about walking and bicycling conditions within the City, including both spot and linear conditions. The public will also be able to “request a rack” by dropping a point indicating where they would like a bike rack to be installed.

- **Project Survey.** Alta will create and execute a survey through the project website to gauge public opinion and interest on a variety of active transportation topics and overall project goals. The survey will also ask the public to rank potential evaluation criteria.
- **Project Brochure.** A project hand-out will be created that can be distributed at public events. To save paper, this hand-out will be designed to fit on a quarter page, so that four can be printed per page. Alta is flexible in this design approach, and will work with City staff to see that the hand-out meets their goals.

TASK 8.5 COUNCIL ENGAGEMENT

Achieving buy-in from a City Council is essential to the ultimate success of any project. We recognize that the council members in Northglenn represent various part of a city, and will have different priorities, perceptions, and levels of support for the project. To achieve the buy-in necessary for adoption of the plan, Alta proposes the following council engagement strategies.

- **Kick-off Meeting.** For this meeting, we anticipate using an audience response system. The group will be shown a series of pictures that range from one end of the spectrum to the other regarding level of engineering and infrastructure. The group will then be asked to react to the pictures. This is a tool we have used many times to facilitate discussion. We have found that it helps to underscore why facilities are needed, and to gauge the reactions from participants. Additionally, as part of the exercise, the Council will be asked to fill out a one page survey that the team will collect and consider. The survey can be anonymous if desired, and will be useful in understating what the priorities are for each member of council.

Alta will prepare a leave-behind document with

the economic benefits of bicycling and walking infrastructure.

- **Council Input Meetings.** Alta anticipates hosting a one-or two-day workshop where we will be available to meet individually with each council member. Alta staff will plan to work in Northglenn during the workshop, so that we can provide a flexible schedule to meet with each member of council. Alta anticipates that each meeting will last approximately 45 minutes. We will prepare a consistent agenda for each meeting so that the discussion remains focused and useful data is collected. The objective of the meeting will be to identify how this project aligns with each council member’s goals and priorities.
- **Public Input Findings/Vision and Goals Consensus.** At this meeting, Alta will prepare a presentation highlighting the key findings from the public engagement process. This presentation will be graphically rich and focus on key takeaways.
- **Present Draft Recommendations.** At this meeting, Alta will prepare a presentation that provides a clear summary of how the recommendations were developed, and will emphasize that the recommendations were both data driven and reflective of the community’s goals and needs. Alta will then facilitate a workshop to present plots of the recommendation maps and explain the facility types. The goal of this meeting will be to gain consensus on the recommendations.
- **Final Report Adoption Process.** Alta will be available to attend a meeting to adopt the Final Report. If desired, Alta will prepare a presentation that covers the highlights of the planning process.

TASK 8.6 PLANNING COMMISSION AND HEAL ENGAGEMENT

Senior Project Advisor Chris Danley is a former member of the Boise Planning and Zoning Commission and an active member in Idaho’s Healthy Eating Active Living coalition. Alta is currently leading a statewide Planning for Health initiative in Utah, while Sam Piper has written on the topic of public health and transportation integration for Kaiser Permanente’s Blog. Alta will hold one joint work session with the Planning Commission and HEAL committee to review draft plan and recommendations. The intent of this meeting will be to fuse planning and health professionals together to better inform decisions and galvanize enthusiasm for Northglenn’s Bicycle and Pedestrian Master Plan. This step will be crucial to build community support and will help the Planning Commission understand the technical details of the plan, and what actions will be needed of both groups to advance the plan’s recommendations.

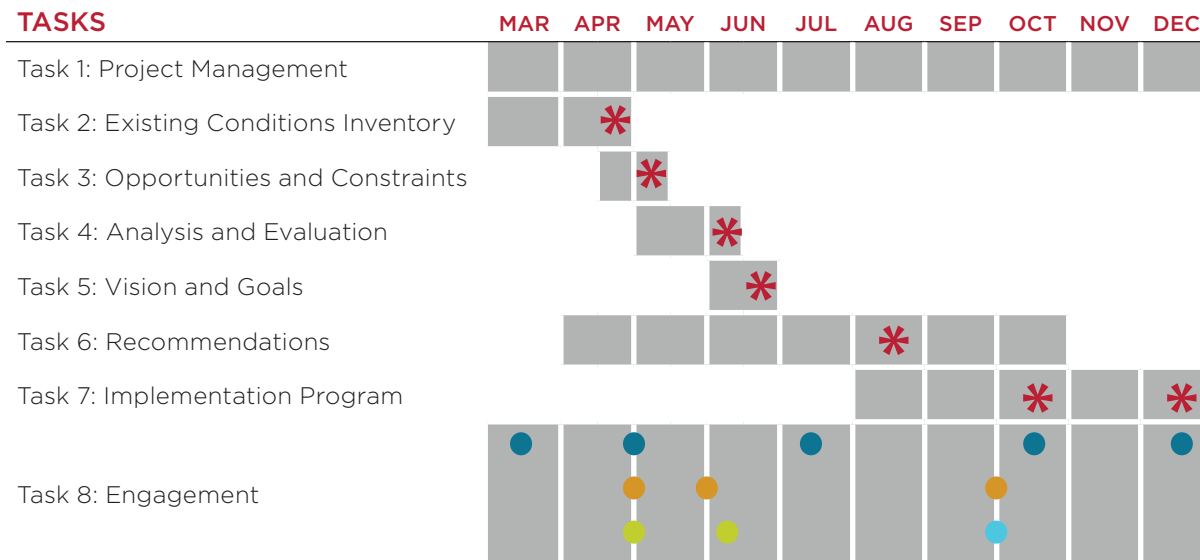
Budget

EXHIBIT B

TASKS	JOE GILPIN Principal-in-Charge	SAM PIPER Project Manager	CHRIS DANLEY Senior Advisor	TOM NATWICK, PE Senior Engineer	CHLOE WARD, EIT Planner/Engineer	CHARLES CREAGH GIS Planner	JUNG LEE Website Developer	TASK HOURS	DIRECT COSTS	TOTAL TASK FEE
Task 1: Project Management	4	58	18					80	\$650	\$10,572
Task 2: Existing Conditions	4	30	6		8	68		116	\$1,500	\$11,792
Task 3: Opportunities/Constraints	2	12	3			12		29		\$3,310
Task 4: Analysis/Evaluation	3	22	2			30		57		\$5,978
Task 5: Vision/Goals	2	8	2			4		16	\$200	\$2,000
Task 6: Recommendations	8	48	8	4	8	46		42		\$13,702
Task 7: Implementation Program	12	44	6	12	32	86		192		\$20,570
Task 8: Engagement	2	79	48		24	44	24	193	\$2,650	\$27,004
Staff Hours	37	301	93	16	72	290	24	725		\$94,928
Reimbursable Expenses/Travel									\$5,000	\$5,000
Project Total										\$99,928

Schedule

Please see detailed schedule in the Appendix of this proposal.



Task Progress	█	Walk/Bike Audits	●
Council Engagement	●	HEAL/Commission	●
Public Outreach	●	Deliverable	* (Deliverable)



Alta Planning + Design, Inc.

Billing Rates - 2017

Labor Category	Rate General Classifications
Labor Category 1a	\$315 Senior Principal
Labor Category 1b	\$265 Principal
Labor Category 1c	\$240 Principal
Labor Category 2	\$215 Principal
Labor Category 3	\$200 Principal, Senior Associate
Labor Category 4	\$182 Principal, Senior Associate
Labor Category 5	\$175 Principal, Senior Associate
Labor Category 6	\$170 Principal, Senior Associate
Labor Category 7	\$165 Principal, Senior Associate
Labor Category 8	\$158 Senior Associate, Associate
Labor Category 9	\$150 Senior Associate, Associate
Labor Category 10	\$145 Senior Associate, Associate
Labor Category 11	\$138 Associate, Senior
Labor Category 12	\$133 Associate, Senior
Labor Category 13	\$125 Associate, Senior
Labor Category 14	\$112 Senior, Level I
Labor Category 15	\$105 Senior, Level I
Labor Category 16	\$95 Level I, Level II
Labor Category 17	\$85 Level I, Level II
Labor Category 18	\$72 Administration
Labor Category 19	\$65 Intern

Rates are presented in US Dollars (US\$) and are subject to change at any time.

Subconsultants and reimbursable expenses will be charged at cost + 10% markup.

Mileage will be charged at the provisional standard rate.

In-house reproductions will be charged as follows:

<i>Color copies</i>	\$0.65/ page
<i>Black and white copies</i>	\$0.20/page
<i>24" x 36" large format plot</i>	\$17.50/sheet
<i>36" x 48" large format plot</i>	\$32.50/sheet
<i>36" x 48" large format plot</i>	\$30.00/sheet

**PROSPECTIVE CONSULTANT'S CERTIFICATE REGARDING EMPLOYING OR
CONTRACTING WITH AN ILLEGAL ALIEN**

FROM: Alta Planning + Design, Inc.
(Prospective *Consultant*)

TO: City of Northglenn
PO Box 330061
11701 Community Center Drive
Northglenn, CO 80233

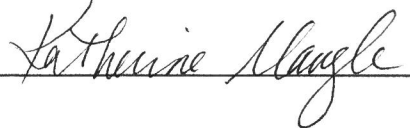
Project Name City of Northglenn Bicycle & Pedestrian Master Plan

Bid Number _____ Project No. _____

As a prospective Consultant for the above-identified bid, I (we) do hereby certify that, as of the date of this certification, I (we) do not knowingly employ or contract with an illegal alien who will perform work under the Agreement and that I (we) will confirm the employment eligibility of all employees who are newly hired for employment to perform work under the Agreement through participation in either the E-Verify Program administered by the United States Department of Homeland Security and Social Security Administration or the Department Program administered by the Colorado Department of Labor and Employment.

Executed this 17th day of February, 2017.

Prospective Consultant Alta Planning + Design, Inc.

By: 

Title: Vice President, as duly authorized

DEPARTMENT PROGRAM AFFIDAVIT

(To be completed if Consultant participates in the Department of Labor Lawful Presence Verification Program)

I, _____, as a public contractor under contract with the City of Northglenn (the "City"), hereby affirm that:

1. I have examined or will examine the legal work status of all employees who are newly hired for employment to perform work under this public contract for services ("Contract") with the Town within twenty (20) days after such hiring date;

2. I have retained or will retain file copies of all documents required by 8 U.S.C. § 1324a, which verify the employment eligibility and identity of newly hired employees who perform work under this Contract; and

3. I have not and will not alter or falsify the identification documents for my newly hired employees who perform work under this Contract.

Katherine Mangle

Consultant Signature
Vice President, as duly authorized

2/17/17

Date

oregon
STATE OF ~~COLORADO~~)
) ss.
COUNTY OF multnomah)

The foregoing instrument was subscribed, sworn to and acknowledged before me this 17
day of February, 2017, by Katie Mangle as vice president of
Alta planning + Design

My commission expires: 5/15/2020

(S E A L)

Amber Vail

Notary Public

