

EXHIBIT A



PROFESSIONAL SERVICES FOR

Oceanside Comprehensive Safety Action Plan (CSAP) and Active Transportation Plan (ATP)



NOVEMBER 20, 2025

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

IN ASSOCIATION WITH
CAPUZZI CONSULTING GROUP
CIRCULATE SAN DIEGO



alta

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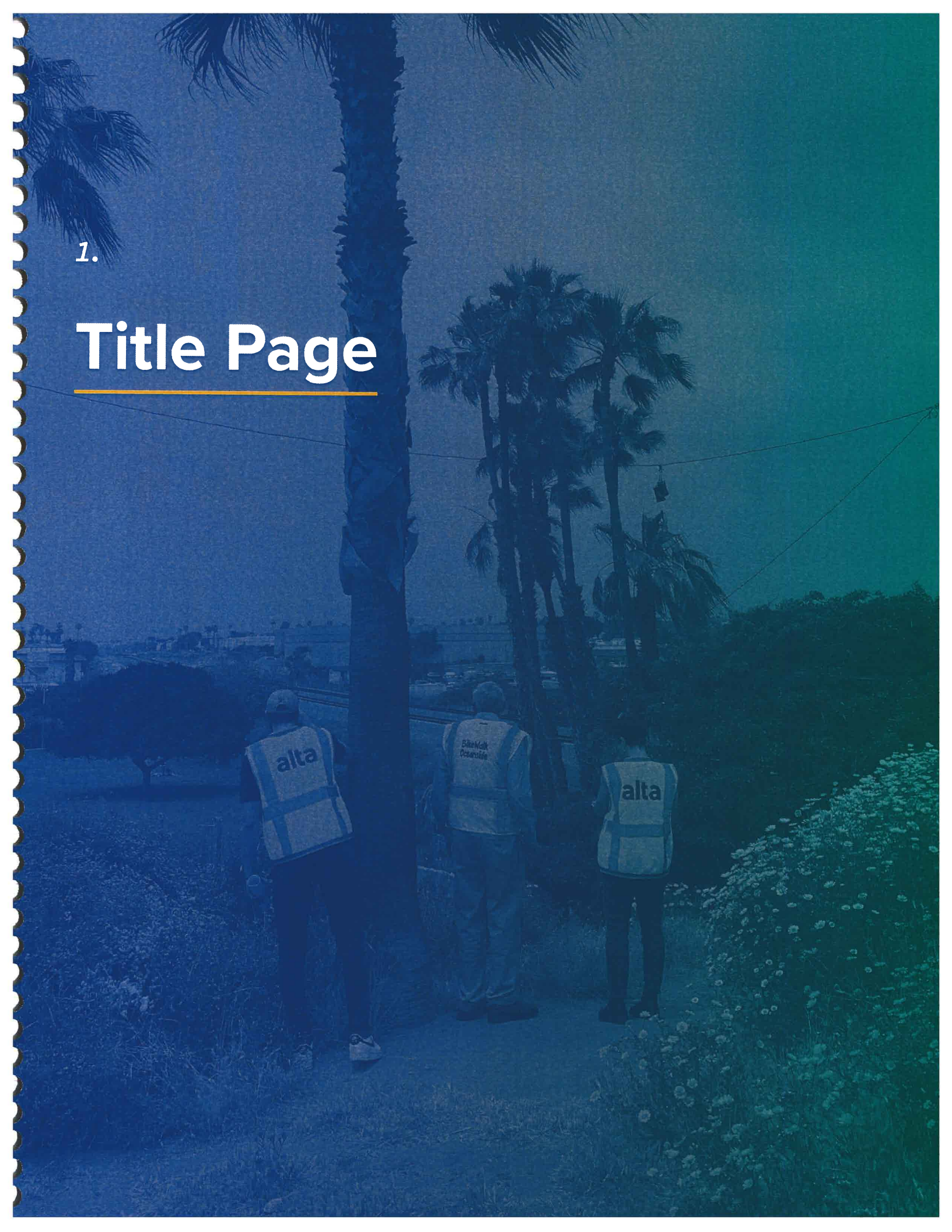
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1.

Title Page



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Title Page

PROPOSAL TITLE/SUBJECT

Professional Services for Oceanside Comprehensive Safety Action Plan (CSAP) and Oceanside Active Transportation Plan (ATP)

NAME OF FIRM

Alta Planning + Design, Inc.

LOCAL ADDRESS

6519 BISBY LAKE AVE, #19985, SAN DIEGO, CA 92159

TELEPHONE NUMBER

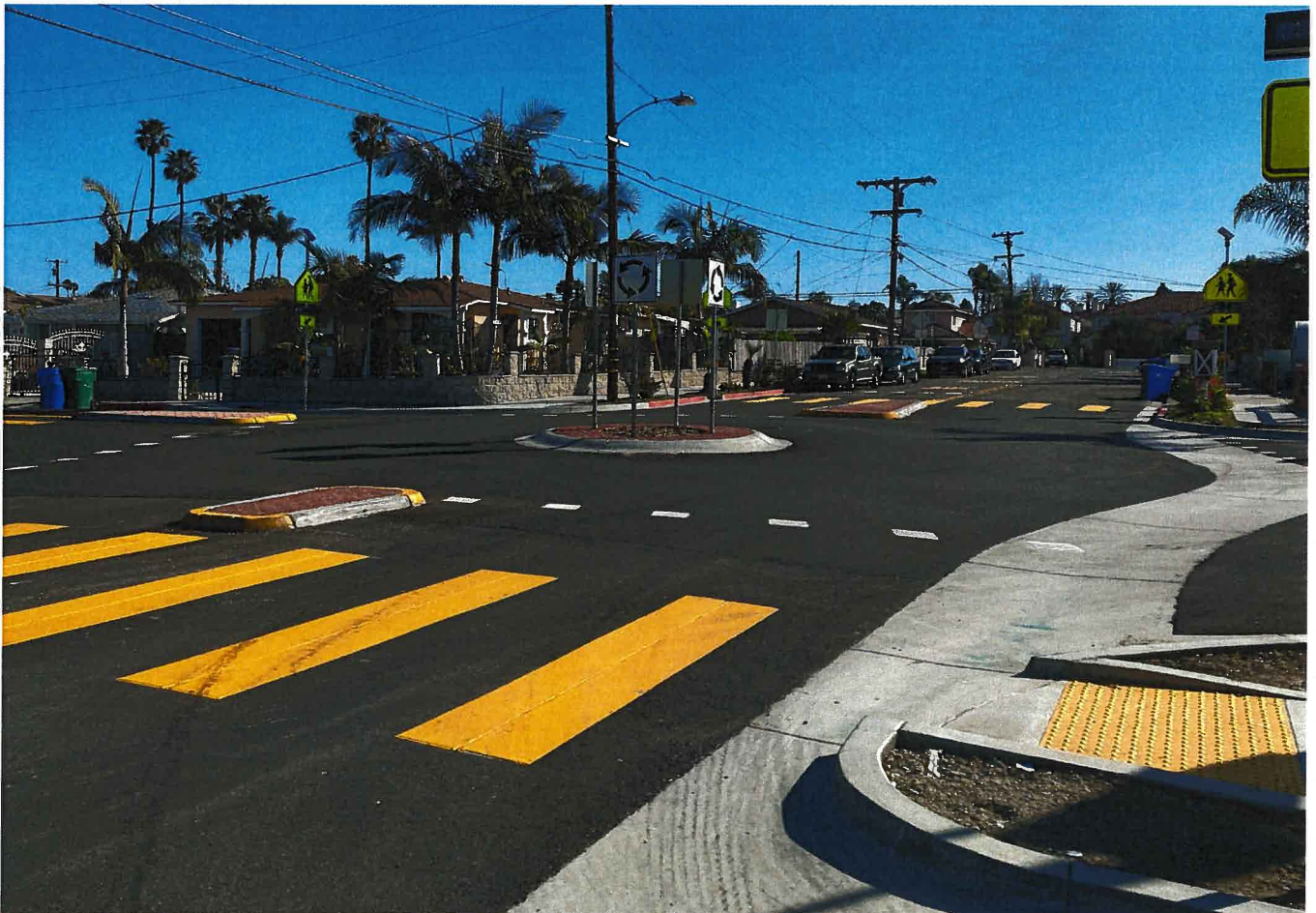
(619) 987-7977

NAME OF PRIMARY CONTACT PERSON

Kristin Haukom, MPH

DATE OF SUBMITTAL

November 20, 2025



Alta designed and provided construction support services for several traffic calming countermeasures near Laurel Elementary School including this traffic circle at the corner of Holly Street and Laurel Street.

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2.

Introduction



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Kristopher Martinez

Active Transportation Coordinator
City of Oceanside – Public Works Division
300 North Coast Highway
Oceanside, CA, 92054
(760) 435-5095il

NOVEMBER 20, 2025

RE: REQUEST FOR PROPOSALS (RFP) PROFESSIONAL SERVICES FOR OCEANSIDE COMPREHENSIVE SAFETY ACTION PLAN (CSAP) AND OCEANSIDE ACTIVE TRANSPORTATION PLAN (ATP)

Dear Kristopher Martinez and Members of the Selection Committee:

On behalf of Alta Planning + Design (Alta), I am pleased to submit our proposal to support the City of Oceanside in delivering two complementary, grant-funded initiatives—the **Comprehensive Safety Action Plan (CSAP)** and the **Active Transportation Plan (ATP)**. These concurrent projects represent an extraordinary opportunity to create a unified, data-driven framework for achieving Vision Zero and advancing equitable mobility citywide. Our team's deep familiarity with Oceanside's transportation network, coupled with our national leadership in multimodal safety planning, positions us to deliver plans that are both grant compliant and locally actionable.

As **Program Manager**, I will serve as your single point of contact for both efforts. I am a born and raised San Diego County resident, having only lived outside of the region when I attended California Polytechnic State University, San Luis Obispo. I bring more than twenty years of experience—and eight years of collaboration with the City of Oceanside—on initiatives such as the **Safe Routes to School Plan**, multiple successful **Caltrans Sustainable Transportation Planning and ATP grant applications**, and implementation of the **Laurel Elementary Safe Routes to School project**. From my home office in **La Mesa**, I am an easy train ride to Oceanside and available for in-person coordination whenever needed.

Our proposed leadership team brings extensive SS4A and ATP experience across California:

- **Les Brown, AICP, RSP1**, will serve as Deputy Project Manager for the CSAP, bringing experience from over a dozen Vision Zero and Safe System initiatives nationwide.
- **Kaitlin Scott, MURP**, will serve as Deputy Project Manager for the ATP—she authored the Sustainable Transportation Planning grant that funds this effort and has led multimodal plans throughout the region.
- **Vincent Hellens, ENV SP, QSD/P**, will serve as Project Director, providing senior oversight and engineering leadership informed by his nearly 20 years of experience that includes managing, designing and implementing safety and active transportation solutions throughout California.

Together we bring over 70 years of combined active transportation experience and expertise to successfully deliver these projects for the City. Supporting our core team are two local partners with proven success in Oceanside:

- **Capuzzi Consulting Group**, led by **Matt Capuzzi, PE** will co-lead project identification, prioritization, and cost estimation to position the City for future **SS4A Implementation and ATP Cycle 8** funding.
- **Circulate San Diego**, a trusted community-based organization, will lead **bilingual outreach and engagement**, building on its successful collaboration with Alta on **Oceanside's SRTS Plan** and **Coastal Rail Trail Feasibility Study**.



Our Key Differentiators

- **Safety Expertise.** Alta has completed hundreds of safety-focused projects nationwide and is the lead author of multimodal safety research for **FHWA, NCHRP, and USDOT**. We specialize in data-driven safety analytics and Safe System integration—translating complex crash data into clear, fundable solutions for vulnerable users.
- **Active Transportation Leadership.** Active mobility is at the heart of Alta's mission. We co-authored the **NACTO Urban Bikeway Design Guide (2025)** and bring unmatched expertise in designing comfortable, connected networks that complement Oceanside's coastal character.
- **Quick-Build Implementation.** Alta and our partners at the **California Bicycle Coalition** literally wrote the guidebook on quick builds. As demonstrated in the **Laurel Elementary School SRTS** project, we help communities pilot improvements quickly, collect data, and transition from planning to construction.
- **Funding and Grant Readiness.** Alta has helped its clients secure over **\$1.2 billion** in competitive grant funding, including \$186 million in Caltrans ATP funding (**\$1.5 million for Oceanside**). We've helped clients obtain grants through SS4A, HSIP, and regional programs. Our plans are intentionally crafted to translate directly into competitive, high-scoring grant applications.

Our Commitment

Alta understands the City's dual-grant context and will manage both projects concurrently through a **unified coordination framework** while maintaining strict fiscal and administrative separation to ensure compliance with SS4A and ATP funding requirements. Shared data, engagement, and mapping will maximize efficiency and value—culminating in two distinct, adoptable plans that collectively move Oceanside toward its transportation and safety goals.

Alta acknowledges and accepts the stated tasks, costs, and timelines as noted in the attachments and approved by the grants and that tasks and costs are firm and cannot be altered.

Alta acknowledges that the standard provisions in "Attachment 7 - Professional Services Agreement Sample" are acceptable, including the liability insurance requirements.

We appreciate your consideration and the opportunity to continue partnering with the City of Oceanside. Please contact me at kristinhaukom@altago.com or (619) 987-7977 with any questions.

Sincerely,



Kristin Haukom, MPH
Program Manager | Principal
Alta Planning + Design, Inc.



Steven Frieson, PE, LCI
Vice President, As duly authorized
Alta Planning + Design, Inc.



Firm Profile

Alta is a national sustainable transportation consulting firm dedicated to creating active, safe, and healthy communities through planning, landscape architecture, engineering, and education/encouragement programs.

Our work brings about positive change by creating places that are geared towards moving people rather than cars, connecting community members to daily needs, and empowering every person to live an active, healthy life.

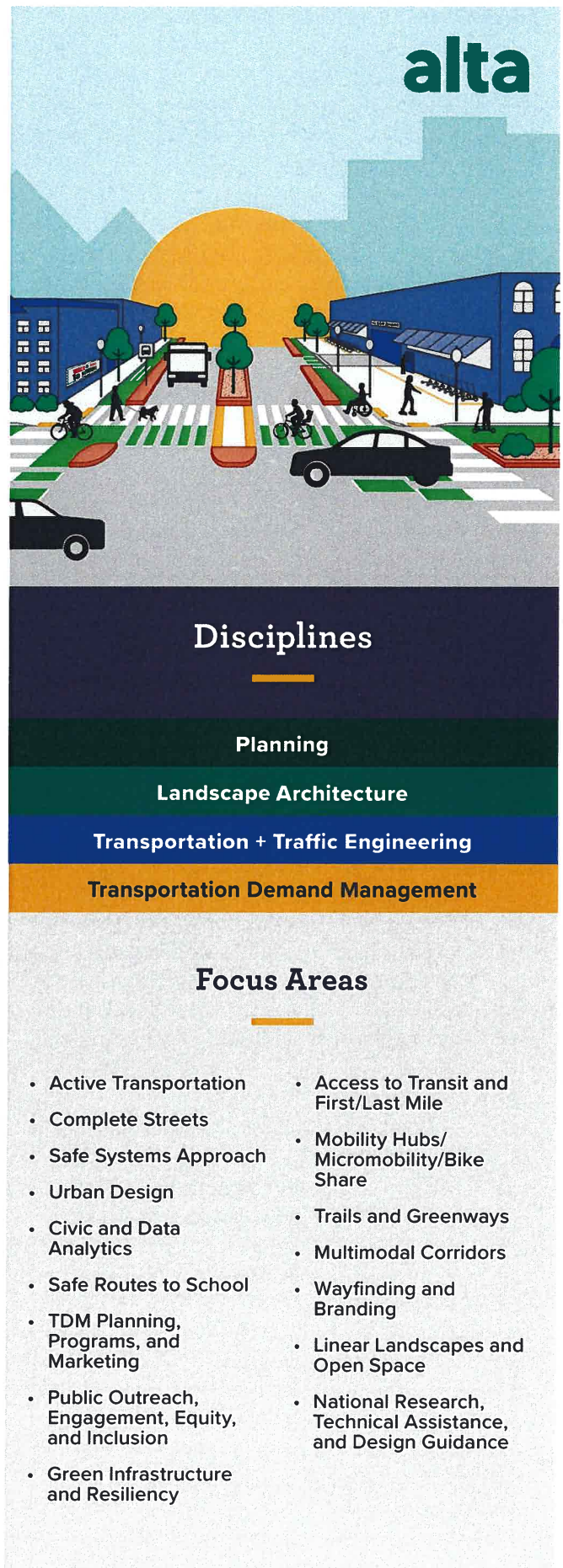
Alta was founded in 1996, when cities and communities were calling for safer streets for people walking and bicycling. We pioneered the field of active transportation and evolved into a visionary multimodal practice. As a global leader in mobility innovation, we are dedicated to working across disciplines to address social justice, safety, and environmental resilience.

EXPERIENCE

We have experience helping communities and municipalities of all sizes, from a few thousand to millions, from rural to mountain and desert to suburban and urbanized areas, enhance roadway safety by identifying and addressing factors contributing to traffic related fatalities and injuries. We tailor each project to the community's unique setting, history, and culture through an active public participation process. **Alta staff are proud to have planned, designed, and implemented over 9,000 miles of bikeways, walkways, and trails through our active transportation services.**

DEDICATED

We are dedicated to fostering and prototyping innovative mobility concepts to advance sustainable, equitable, safe, and connected multimodal transportation. We are active in the Association of Pedestrian and Bicycle Professionals, the American Society of Landscape Architects, the Institute of Transportation Engineers, the Transportation Research Board, and the Complete Streets Coalition, and we have conducted national studies for the US Department of Transportation. Alta is proud to have managed development of the *NACTO Urban Bikeway Design Guide*, the *FHWA Small Town and Rural Multimodal Networks Guide*, and the *FHWA Measuring Multimodal Network Connectivity Guide*. In California, we coauthored the **Quick Build Guide**, along with the California Bicycle Coalition, which teaches communities how to build safer streets quickly and affordably.



SAFETY ACTION PLAN APPROACH

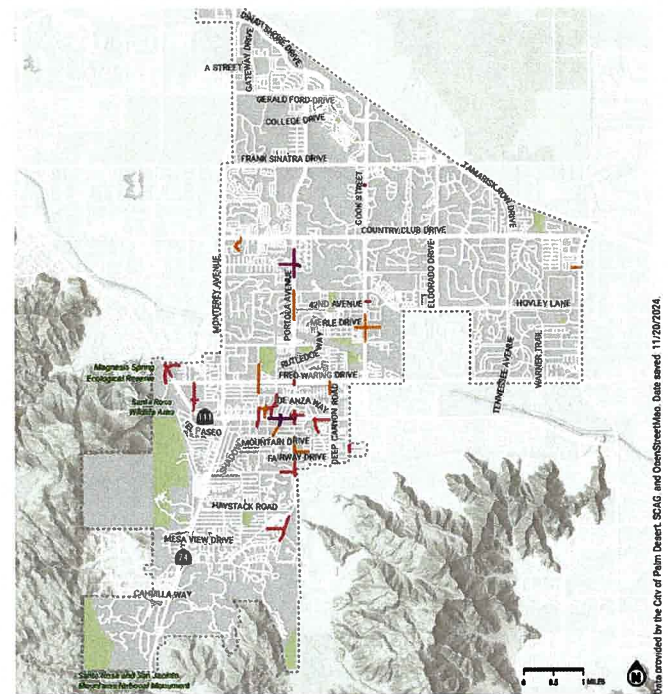
Improving safety is at the core of all active transportation improvements. Alta works to help communities understand and address traffic safety problems with a variety of tools, ranging from hot spot analyses, which identify locations where crashes tend to occur, to systemic safety studies, which combine observed crashes and known risk factors to identify appropriate countermeasures. Our analytics team provides comprehensive traffic safety solutions that help communities move towards a vision of zero traffic-related fatalities.

Alta's work is centered on people, regardless of the way they move, providing our clients with specialized expertise to create effective safety action plans. We guide our clients through the planning process, creating momentum for and a culture of prioritizing safer streets and roadways for all. Together, we set up leadership systems to see that partners, stakeholders, and the public are engaged throughout the development of the plan and beyond. We elevate equity as a primary element of opportunity and develop comprehensive safe systems recommendations that consider policy, programs, and design, recognizing that it takes an "all in" approach to achieve true systemic safety.

Understanding community needs and building consensus is crucial for creating a Comprehensive Safety Action Plan that empowers the community and calls forth action for safer streets. The Safety Action Plan's recommendations must be data-driven, aimed at achieving zero traffic deaths, and implementable within a specified timeframe. Monitoring and evaluation are critical to maintaining an effective process that continues to make progress until each short- and long-term goal is achieved.

SAFETY ANALYSES

Alta's safety analysis tools can help communities go beyond just looking at collisions to identifying the root causes of safety issues and potential countermeasures to address them. Bicyclists and pedestrians are disproportionately affected by collisions. Alta works to help communities understand and address traffic safety problems with a variety of tools, ranging from hot spot analyses, which identify locations where crashes tend to occur, to systemic safety studies, which combine observed crashes and known risk factors to identify appropriate countermeasures. Our analytics team provides comprehensive traffic safety solutions that help communities move towards a vision of zero traffic-related fatalities.



LEADING PEDESTRIAN INTERVAL ECONOMIC BENEFIT

CITY OF PALM DESERT
VISION ZERO



LEADING PEDESTRIAN
INTERVAL ECONOMIC
BENEFIT PER MILE

- \$3,170,000 - \$6,788,000
- \$1,614,000 - \$3,170,000
- \$49,000 - \$1,614,000
- \$0.00 - \$49,000

DESTINATIONS + BOUNDARIES

City Boundary

Parks

Alta's Civic Analytics practice analyzed the most suitable locations for LPIs to inform the Palm Desert Vision Zero Strategy and support grant readiness. Economic benefit was determined using USDOT benefit-cost guidance for the share of crash costs avoided due to application of this countermeasure.

DATA COLLECTION

Understanding where people walk and bike is critical to improving local networks. Collecting counts, conducting surveys, and developing inventories of field conditions by way of on-the-ground efforts or online engagement tools can provide insights into collision data, help track the performance of infrastructure projects and programs, and inform decision making processes. Alta combines a deep understanding of available data sources, data collection methods, and public engagement to create community-specific performance measures. Whether it is setting up a process to evaluate progress towards statewide active transportation goals or measuring the day-to-day influence of a tactical urbanism project, we can help your community measure the performance of bicycle and pedestrian projects.

Capuzzi Consulting Group, Inc. is a Civil and Traffic Engineering consulting firm whose primary objective is to partner with public agencies to implement projects aimed at improving the quality of life for their constituents. By providing trusted advice and using proven strategies learned through extensive prior experience, they will guide you through the various levels of reviews and approvals required to advance your projects from concept to completion. Their firm is focused on enhancing public spaces to elevate the experience for all users. Their staff have extensive experience with the design of and training for innovative transportation solutions to enhance safety and comfort, including separated bike lanes, traffic calming, roundabouts, blank-out signs, bicycle signals, and PHBs. They bring extensive experience analyzing crash data as this is required for most of the scores of grant applications their staff has delivered. In addition, they have experience working in Oceanside and they bring strong expertise in evaluating roadways for implementation of separated bike lanes.

Circulate San Diego (Circulate) is a nonprofit organization whose mission is to create excellent mobility choices and vibrant, healthy neighborhoods. Active for more than 25 years, they have decades of experience working on the health, environmental, and economic benefits of transit, walking, and biking. Their work is aimed at supporting regional and local government to improve the quality of life of their communities through safe mobility choices. Their organization is a regional leader in bicycle and pedestrian safety education, transportation planning, and encouragement programming, with experience in several jurisdictions across Southern California, including Oceanside.

Their experience encompasses all fields of community mobility – bicycle and pedestrian planning and design, existing conditions assessments (both vehicular and bicycle/pedestrian), parking analyses, developing and strengthening transit and land use connections, and marketing and communications strategies. Circulate is one of the only organizations in the region whose staff combine technical and outreach expertise for traffic safety programming and planning. They can provide on-the-ground outreach and education programs and translate that information into technical data and reports that can be used by transportation and planning professionals as a part of their efforts to design infrastructure and non-infrastructure improvements for active transportation.



Circulate San Diego conducted pop-ups at key locations throughout Oceanside for the Coastal Rail Trail Feasibility Study.

Project Understanding

The City of Oceanside (City) will complete two (2) distinct projects — the **Oceanside Comprehensive Safety Action Plan (CSAP)** and the **Oceanside Active Transportation Plan (ATP)**. Each project will require the selected consultant to track time and expenses separately for each grant, maintain clear budget separation, and submit separate monthly invoices corresponding to work performed for the CSAP and the ATP. Alta Planning + Design, Inc. (Alta) acknowledges this requirement and is fully committed to managing the projects in this manner.

OCEANSIDE'S COMMITMENT TO SAFER STREETS

The City of Oceanside has demonstrated strong leadership in advancing multimodal safety through its successful pursuit of both a **USDOT Safe Streets and Roads for All (SS4A)** grant and a **Caltrans Sustainable Transportation Planning (STPG)** grant. Together, these initiatives position the City to deliver a comprehensive approach to reducing severe traffic injuries and fatalities while expanding mobility options for people walking, biking, driving, and taking transit.

Oceanside's CSAP will translate its commitment to Vision Zero and Safe System principles into a clear, data-driven strategy that aligns with regional goals established by **SANDAG's Vision Zero Action Plan**. The City's leadership in integrating safety and mobility planning across two distinct but coordinated projects—CSAP and ATP—underscores its commitment to efficiency, accountability, and measurable results.

OCEANSIDE'S SAFETY CHALLENGES + OPPORTUNITIES

Challenges

Oceanside faces complex safety challenges that reflect its unique mix of coastal tourism, military presence, and regional commuter traffic. Between 2017 and 2021, **325 people were killed or seriously injured** in crashes on City streets, including **69 pedestrians and bicyclists**. Speeding, impaired driving, and motorcycle collisions represent disproportionate shares of these severe outcomes.

The City's arterial corridors, such as Coast Highway, Mission Avenue, and Oceanside Boulevard, serve both local and regional trips, creating conflict points among multiple modes. These corridors also host some of the City's highest concentrations of vulnerable road users. Addressing these risks requires not just site-specific solutions, but systemic strategies—spanning design, policy, and behavior—to create a safer and more predictable network for all.

Opportunities

This project presents an **opportunity to implement a low-cost, high-impact safety solution through the use of Leading Pedestrian Intervals (LPIs)**. Capuzzi Consulting completed an evaluation of recent citywide crash data to better understand the existing safety conditions in Oceanside. One very interesting piece of data that they were able to extract from this evaluation relates to crashes involving pedestrians. Of the crashes that involved a pedestrian, nearly half (48%) of these people were walking in a crosswalk when the crash occurred.

This data suggests that the marked crosswalk locations in Oceanside are in need of safety enhancements. One highly cost-effective countermeasure we recommend for consideration is the implementation of LPIs. LPIs give pedestrians a head start—typically 3–7 seconds—before adjacent vehicle traffic receives a green light. According to the California Local Roadway Safety Manual (LRSM), LPIs provide “increased visibility, reduced conflicts, increased likelihood of motorists yielding, and enhanced safety for pedestrians who may be slower to start into the intersection.” LPIs are associated with a Crash Reduction Factor (CRF) of 60%, making them a highly effective safety enhancement.



With the adoption of **California Assembly Bill 43 (AB 43)**, the City now has expanded authority to reduce speed limits based on safety needs, creating a key opportunity to enhance comfort and protection for all users along the project corridor. When vehicles crash into people walking, the speed of the vehicle at the point of collision is directly tied to the severity of the injury to the person walking. In fact, a study of US crash data by the AAA Foundation for Traffic Safety found that when hit by a vehicle traveling at 20 mph, a person walking had a 17% likelihood of experiencing a serious injury. At 31 mph, this increased to 50%.

The California Vehicle Code (CVC) previously required cities to post their speed limits at the 85th percentile speeds from a speed survey in order for the speed limits to be enforceable. AB 43 changed the CVC, giving cities more flexibility in setting enforceable speed limits. Lower vehicle speeds are the true path to Vision Zero. Utilizing the tools from AB 43 may be the single biggest safety countermeasure that the City could deploy systemically throughout Oceanside.

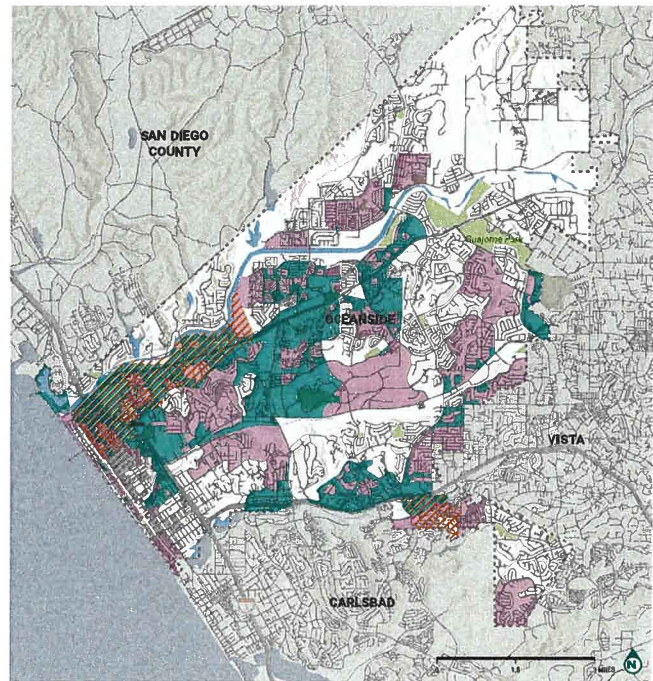
Separated bike lanes have made headlines throughout North County San Diego in 2025, offering valuable lessons and an opportunity for our plans to evaluate their applicability and benefits throughout the City. The 3rd Edition of NACTO's Urban Bikeway Design Guide indicates that separated bike lanes are "appropriate for all streets in all contexts." As practitioners with extensive experience designing separated bike lanes and a deep understanding of the latest bikeway design guidance, it is our opinion that many of the recent separated bike lanes that have been implemented in North County were designed incorrectly.

Specifically, the rideable width of the controversial separated bike lanes did not provide enough space for faster, more experienced riders to safely pass less experienced riders, especially on uphill segments of the bikeways. Our team will complete a detailed review of the available space on Oceanside roadways where we feel separated bike lanes are the most appropriate facility. We will not recommend separated bike lanes that do not provide sufficient space for passing, riding side-by-side, or platooning.

EQUITY AND COMMUNITY CONTEXT

Nearly half of Oceanside residents live in census tracts identified as **Areas of Persistent Poverty (APP)** or **high-equity-need areas** under the **Caltrans Equity Index (EQI)**. These communities—home to lower-income households, people of color, older adults, and youth—experience higher exposure to traffic risk and have historically lacked equitable investment in transportation safety infrastructure.

Alta's approach will integrate **USDOT's SS4A equity guidance** and **Caltrans EQI** to pinpoint where safety improvements can deliver the greatest community benefit. The CSAP will pair this analysis with tailored engagement strategies—bilingual surveys, pop-up events, and partnerships to ensure underrepresented residents shape both the problem definition and the solutions.



EQUITY AND COMMUNITY CONTEXT
CITY OF OCEANSIDE

EQUITY DATA
AREA OF PERSISTENT POVERTY (APP)
Yes
TRANSPORTATION EQUITY INDEX (EQI)
Transportation-Based Priority Population
Underserved Community

DESTINATIONS + BOUNDARIES
City Boundary
Parks

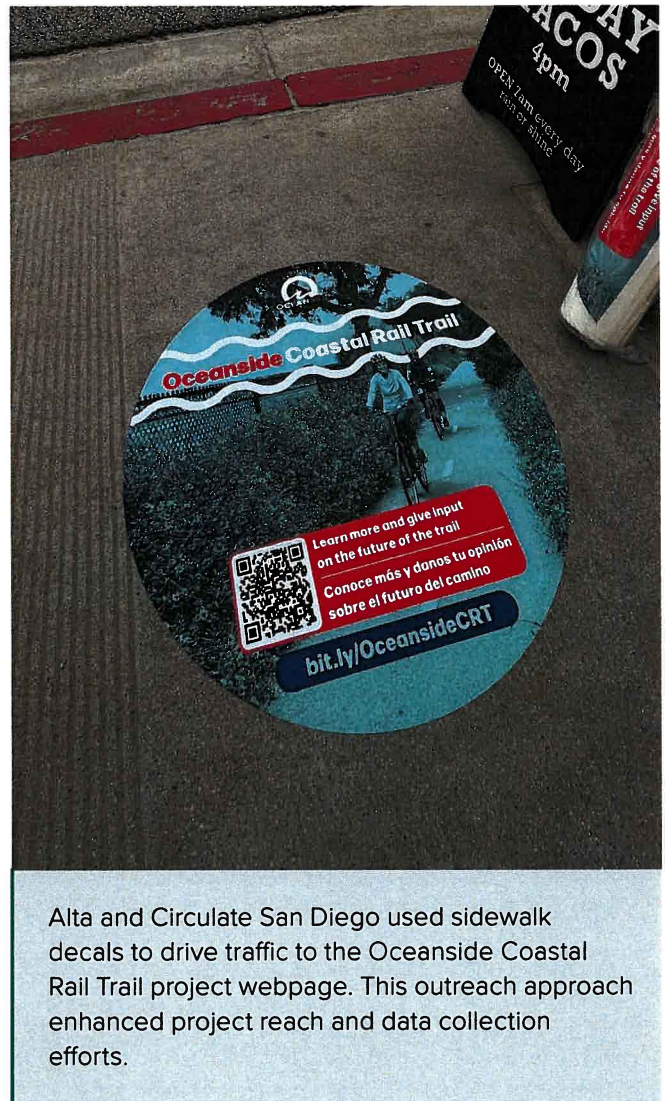
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Many communities in Oceanside are designated as Areas of Persistent Poverty by USDOT, or identified by Caltrans as Transportation-Based Priority Populations or Underserved Communities.

ENGAGING OCEANSIDE STAKEHOLDERS

Having led several safety and active transportation focused outreach and engagement efforts in the City, we know that Oceanside residents and businesses are passionate about their community and are eager to provide feedback on City projects. We also know that Oceanside stakeholders appreciate an outreach and engagement approach that is deliberate in reaching the breadth of stakeholders, not just the usual, most vocal few. Our outreach and engagement plan will include methods that are inclusive and take into account all roadway users and potential active transportation users, such as students, seniors, and employees. Our award-winning outreach and engagement strategies are not cookie-cutter. They are tailored to each community we serve, which means **Oceanside will receive a customized outreach and engagement approach that solicits feedback throughout the life of these projects and, more importantly, garners buy-in and community driven support for identified projects.** Our team's outreach and engagement strategies give us the flexibility to reach the community in a variety of ways. More details are provided in our scope of work.

While the CSAP and ATP are separate projects, we see efficiencies that could be realized by running the projects concurrently. Outreach and engagement is one such area that we see providing meaningful efficiencies. Based on our experience with running similar projects, we know that simultaneously seeking feedback for two distinct projects that are alike might yield confusion project fatigue, and general frustration from project stakeholders. We are prepared to run a seamless public-facing outreach and engagement effort that will produce valuable input for both projects.



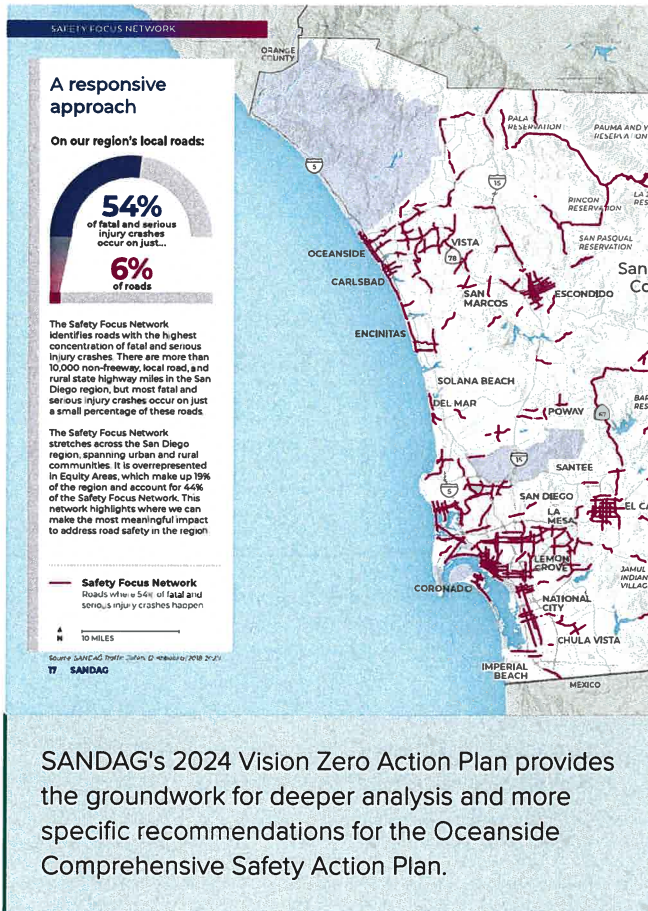
Alta and Circulate San Diego used sidewalk decals to drive traffic to the Oceanside Coastal Rail Trail project webpage. This outreach approach enhanced project reach and data collection efforts.

Quick Build

The outreach and engagement efficiencies described previously will likely result in cost savings for both projects that we propose turning into a quick-build project. Following our existing conditions analysis, outreach and engagement, and prioritization process, we will work with the City to identify a quick-build project that we will design and install, such as high visibility crosswalks, paint, and flex post curb extensions. These types of quick builds shows the community that the City listened to their feedback and is installing safety improvements “quickly” and in response to their concerns.

BUILDING ON REGIONAL AND LOCAL MOMENTUM

The CSAP will build directly upon existing plans and partnerships, ensuring alignment and efficiency. Oceanside's plan will leverage **SANDAG's Vision Zero Action Plan** for regional data and consistency, while tailoring recommendations to local contexts such as school zones, arterial corridors, and transit hubs.



The project will also integrate findings from the City's **Smart and Sustainable Corridors Plan**, the **General Plan Circulation Element**, **Safe Routes to School Plan**, and the **Coast Highway Corridor Study**. Through coordination with **Caltrans District 11**, **NCTD**, and neighboring jurisdictions like Vista and Carlsbad, Alta will ensure that Oceanside's local plan complements regional safety priorities while addressing city-specific needs and opportunities.

COORDINATING THE CSAP AND ATP EFFORTS

Developing the CSAP alongside the City's new **ATP** creates an opportunity for shared data, engagement, and mapping efficiencies. Alta will coordinate both projects under a unified management framework while maintaining clear fiscal and administrative separation to meet grant requirements.

The CSAP will focus on reducing severe and fatal crashes across all modes—particularly for motorists, transit riders, and vulnerable road users—through data-driven analysis and systemic safety countermeasures. The **ATP**, in turn, will emphasize the design and expansion of comfortable, connected walking and bicycling networks. Shared inputs such as the **High-Injury Network**, **equity maps**, and **public feedback** will inform both plans, while distinct deliverables ensure no duplication of effort. This integrated approach will produce a single, coherent safety and mobility vision for Oceanside.

OPPORTUNITIES FOR LASTING IMPACT

Alta's goal is to help Oceanside move from planning to implementation—transforming the CSAP and ATP into a living framework for action. The final plans will include a **prioritized list of projects**, **equity-based performance metrics**, and a **monitoring and evaluation template** consistent with SS4A requirements. Optional tasks, such as a **Demonstration Project Toolkit**, **Funding and Implementation Strategy**, and **Performance Dashboard**, will further prepare the City to compete for future SS4A Implementation and AT Program Cycle 8 funding.

Through close coordination with City staff, regional partners, and community stakeholders, the Alta team will deliver plans that not only satisfies federal requirements but empowers Oceanside to lead the region in building safer, more equitable streets for everyone.

Grant Readiness

Quite simply, the Alta team wants the City to secure funding for the projects, policies, and programs that will come out of the CSAP and the ATP. Each task will be rooted in this vision, meaning our project deliverables will align with funding requirements and application needs, whether they be for SS4A, the AT Program, the Highway Safety Improvement Program (aka HSIP) and/or other grant opportunities.

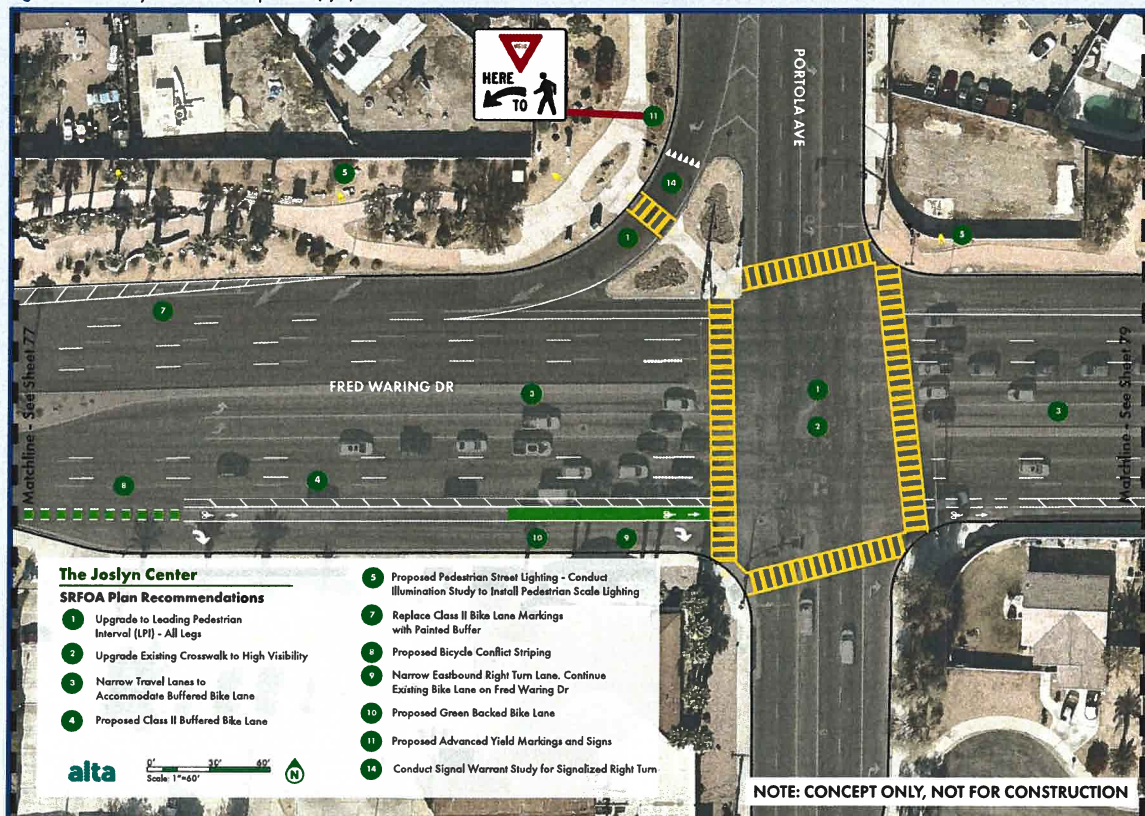
Alta's proposed scope would enable Oceanside to **fully satisfy every required "YES" item** on the **SS4A Self-Certification Eligibility Worksheet** for a Comprehensive Safety Action Plan (CSAP), which will make the City eligible for SS4A implementation funding.

SS4A Worksheet Item	Requirement	Where It's Met in Alta's Scope	Compliant?
1 – Leadership Commitment & Goal Setting	Public commitment to "zero deaths/serious injuries," plus measurable safety target.	Task 6 (Final Plan & Adoption) and Optional Task B (Vision Zero Policy Communications Toolkit)	✓
2 – Planning Structure	Committee/task force charged with plan development and monitoring.	Task 3.1 creates a Community Advisory Board (CAB) of agencies and community stakeholders.	✓
3 – Safety Analysis	Baseline crash analysis, contributing factors, systemic & specific needs, geospatial mapping.	Task 2 (Safety & Equity Analysis) provides five-year crash data, systemic risk factors, High-Injury Network maps, and emphasis-area summaries.	✓
4 – Engagement & Collaboration	Public & stakeholder engagement, incorporation of feedback, interagency coordination.	Task 3 (Outreach Plan, CAB, workshops, pop-ups) and City coordination.	✓
5 – Policy & Process Changes	Review of existing policies & standards and discussion of new/revised policies.	Task 1.1 (Existing Document Review), which includes subtask "Policy and Program Review"	✓
6 – Strategies & Project Selection	Comprehensive set of strategies & projects, prioritization criteria, deployment timeline.	Tasks 4 (Strategies & Countermeasures) and 5 (Priority Projects & Prioritization Framework).	✓
7 – Progress & Transparency	Metrics for measuring progress & public posting.	Optional Task D (Evaluation & Progress Reporting Template) and Task 6 (Final Plan & Adoption).	✓
8 – Action Plan Date	Plan finalized or updated 2020–2025.	CSAP will be completed and adopted in 2026 before SS4A FY26 cycle—meets requirement.	✓

APPROACH HIGHLIGHTS

- **Safe System Foundation** – Every task is structured around the Safe System approach to prevent fatal and serious crashes for all users.
- **Data + Equity Insight** – Combines five years of collision data with USDOT Areas of Persistent Poverty and Caltrans Transportation Equity Index (EQI) to target need and opportunity.
- **One Team, Two Plans** – Coordinates the CSAP and ATP under a unified management framework for efficiency and consistency, while maintaining grant compliance.
- **Inclusive, Bilingual Engagement** – Partners with Circulate San Diego and local organizations to reach underserved neighborhoods and build community trust.
- **Actionable + Fundable Strategies** – Links every recommendation to data, countermeasure research, and funding pathways for SS4A and ATP implementation.
- **Quick-Build Momentum** – Identifies early demonstration projects to test strategies and show visible progress within months of plan completion.
- **Clear Communication** – Delivers visually compelling maps, infographics, and dashboards that make complex data understandable to residents, City Council, and funders.

Figure 37: The Joslyn Center Concept Plans (3/4)



Alta completed a Safe Routes for Older Adults Plan for Palm Desert, CA as a part of their citywide SS4A grant.

Scope of Work

Comprehensive Safety Action Plan

Alta recognizes that the City of Oceanside is managing two complementary but separately funded planning efforts—a **Comprehensive Safety Action Plan (CSAP)** and an **Active Transportation Plan (ATP)**—each with its own grant source, scope of work, and invoicing requirements. We understand the importance of maintaining fiscal and administrative separation between these projects while coordinating them efficiently to maximize value and minimize staff time. All labor and expenses will be tracked separately for the CSAP (SS4A-funded) and ATP (Caltrans-funded) efforts, and Alta will submit separate monthly invoices for each to maintain grant compliance.

Alta will manage both projects concurrently under one unified coordination framework. Shared meetings, communication protocols, and management activities will be conducted jointly where practical, with costs allocated proportionally to each project task and billed to the appropriate contract. This approach ensures grant compliance while maintaining consistency across both plans.

Kick-off Meeting

Within two weeks of the Notice to Proceed, Alta will plan and facilitate an in-person project kickoff meeting to clarify the project scope, background, expectations, and measures of success. Alta will prepare the agenda and meeting notes. Recommended objectives for the kick-off meeting include:

- Establish communication channels and protocols
- Review project objectives and desired outcomes
- Refine project work plan and schedule
- Identify known preliminary issues, including project barriers and opportunities
- Develop a list of background data/plans to request and review
- Discuss key stakeholders, particularly as it relates to Task 3 public outreach

Ongoing Coordination

Throughout the project, there will be ongoing coordination between the Alta team and Oceanside City staff. Alta's Program Manager, Kristin Haukom, and Deputy Project Manager for the Comprehensive Safety Action Plan, Les Brown, will be in regular communication with the City Project Manager through email, phone, and written communications to keep the City informed of progress. Alta's overall project management services will include:

- **General project management:** Alta will administer the project contract, coordinate staffing, track the project schedule, and manage the budget.
- **Quality assurance and quality control:** Alta's Program Manager will utilize senior-level staff for all submittal reviews and communicate project requirements and expectations to the entire project team. The Project Director and a copy editor will review all key deliverables to ensure that they are completed to the highest possible quality.
- **Monthly project management meetings:** Alta will schedule and lead monthly virtual meetings (via Microsoft Teams) with the City team, up to one hour each. For the first three months, these meetings will be bi-weekly and 30 minutes each. Alta will provide agendas and meeting minutes for each check-in meeting.
- **Monthly invoicing:** Alta will prepare monthly invoicing packages through Deltek, including project status updates that include budget and deliverable progress, as well as a look ahead for tasks to be completed over the following 30 days.

Task 1. Existing Conditions

1.1 Existing Document Review

The Existing Conditions task will establish a foundation for the Oceanside Comprehensive Safety Action Plan by compiling and analyzing information that describes the current transportation network, safety performance, and policy environment within the City. This effort will ensure that the CSAP builds upon existing goals, datasets, and community priorities while identifying opportunities to advance Safe System principles and support future SS4A implementation funding.

Existing Document and Data Review

Alta will prepare a **Data Request and Document Review Memo** at project initiation to identify available datasets and relevant planning documents. The memo will confirm data sources, formats, and responsibilities between City staff and the consultant team, ensuring efficient coordination and avoiding duplication of efforts.

The review will include **up to ten (10)** documents and datasets that describe Oceanside's transportation, land use, and safety context. Likely sources include:

- City of Oceanside Safe Routes to School Plan
- City of Oceanside General Plan, including the Circulation Element and Active Transportation Plan
- City of Oceanside Coast Highway Vision and Strategic Plan
- City of Oceanside Climate Action Plan
- Capital Improvement Program (CIP) and recent corridor studies (e.g., Coast Highway Corridor Study)
- Coastal Rail Trail and Coastal Zone Mobility Studies
- Traffic collision reports, SWITRS/TIMS datasets, and speed survey data
- Relevant Municipal Code sections related to traffic safety, parking, and speed management
- SANDAG Vision Zero Action Plan
- SANDAG Regional Transportation Plan
- County of San Diego Health and Human Services Agency Community Action Plan

Alta will summarize each document's relevance to the CSAP, identifying policy linkages, complementary goals, and potential gaps or inconsistencies in the City's safety framework. Findings will be compiled into a matrix showing how existing efforts align with Safe System elements (Safe Speeds, Safe Roads, Safe Users, Safe Vehicles, Post-Crash Care).

Transportation Network and Safety Baseline

Alta will map existing transportation and safety conditions to establish the analytical foundation for the plan's subsequent risk and equity analyses. Using available GIS data and targeted field verification, Alta will prepare a citywide baseline inventory for arterials and collectors that includes:

- Street classifications, number of lanes, and posted speed limits.
- Existing pedestrian, bicycle, and transit infrastructure, including trails, crossings, and ADA facilities.
- Land use patterns, key destinations, and high-activity corridors.
- Known safety challenges identified through previous plans.

Where possible, Alta will integrate datasets from Caltrans, the County of San Diego, NCTD, and SANDAG, as well as local speed survey and collision records, to ensure comprehensive coverage. This baseline will inform subsequent analysis of high-injury corridors, systemic risk factors, and priority areas. Where data is not available to inform key parts of this inventory, Alta will use suitable proxies based on functional classification or similar characteristics.

Policy and Program Review

Alta will evaluate existing City and regional policies, design standards, and operational practices that influence roadway safety. This review will identify how current guidance aligns with Vision Zero and the Safe System Approach, and where updates may be needed to strengthen outcomes for vulnerable road users. Topics will include:

- Speed management practices and speed-limit setting procedures.
- Complete Streets policies and design standards.
- Enforcement, education, and traffic safety programs (e.g., Safe Routes to School, bike education).
- Coordination mechanisms with Caltrans District 11, SANDAG, and NCTD.

Brief interviews with key City and partner agency staff will supplement this review to capture current practices and identify potential barriers or opportunities for interdepartmental collaboration.

Synthesis of Existing Conditions

Alta will compile all findings into a concise, visual Existing Conditions Summary Memo highlighting baseline safety trends, multimodal conditions, and policy context. The synthesis will feature maps, tables, and infographics that illustrate:

- Key collision patterns and contributing factors.
- Infrastructure gaps and systemic risk factors.
- Policy and program strengths, challenges, and opportunities.
- Themes that will guide development of the High-Injury Network and systemic safety analysis in later tasks.

Task 1 Deliverables

- Data Request and Document Review Memo (datasets, document list, and coordination summary).
- Existing Conditions Summary Memo with maps, tables, and key findings.
- Policy and Program Matrix summarizing relevant goals, gaps, and Safe System alignment.
- GIS data package of compiled network and land use layers.
- Presentation slides summarizing baseline findings for use in stakeholder meetings.
- Establish a collaboration matrix identifying opportunities for coordination with Caltrans, the County of San Diego, NCTD, and SANDAG.

Task 2. Analysis

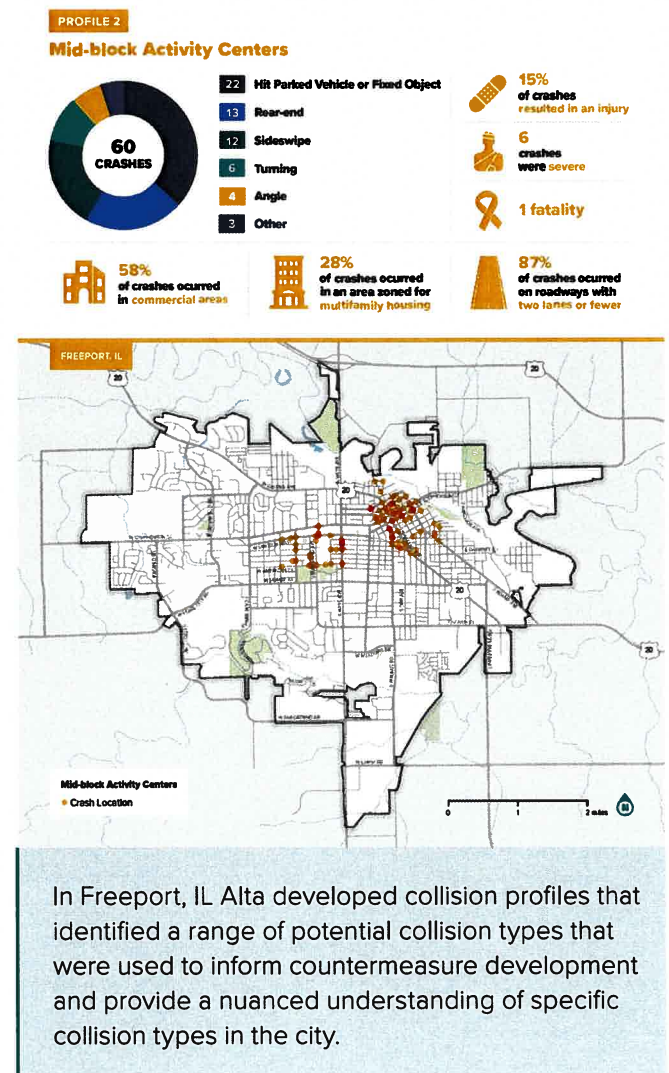
The Safety and Equity Analysis will establish a comprehensive, data-driven understanding of roadway safety conditions within Oceanside. By analyzing collision trends, systemic risk factors, and spatial equity patterns, this task will create the technical foundation to guide the identification and prioritization of safety strategies and projects in the CSAP.

2.1 Safety Analysis

Crash Analysis

Addressing safety challenges in our communities requires not only evaluating crash data for vehicles and vulnerable road users, but also the context behind them to understand countermeasures. Alta will use five years of the most readily available geocoded crash data, primarily from SWITRS and TIMS, as these sources are already formatted for GIS integration. Alta can

supplement these datasets with local crash records if they are provided in a geospatially formatted, GIS-ready structure. No budget has been allocated for cleaning, formatting, or geocoding local data. These crash sources will be qualitatively reviewed to understand if any major discrepancies that could impact a crash analysis are present. These crash data sets will be used to identify key crash trends, and to map severity-weighted densities for all bike and pedestrian crashes along the study corridors. Severity weighting weighs each crash according to its injury severity rating, with fatal and serious injury crashes receiving the highest weights. The safety analysis will examine trends and patterns in crash frequency and severity, with attention to collision type, location, time of day, primary collision factors, and the involvement of different road users—including motorists, pedestrians, bicyclists, and micromobility users. The analysis will also highlight crashes near schools, parks, and senior facilities, as well as those involving school-aged children, older adults, and impaired drivers.



High Injury Network Development

High injury networks (HINs) identify streets with the largest concentration of crashes where victims are killed or severely injured (KSI). These networks often illustrate that often a small amount of improvable network can address the majority of KSI crashes. Alta will develop a HIN for the study area based on the risk implied from the intersection of the crash history with the street network. These networks are often developed by a staged process of developing a risk index based on the crash types and severities and their intensity. Then, Alta will accumulate crashes to the network in the order of that index to identify a network with a significant proportion of crashes relative to the improvable length being targeted. Alta will also provide summary tables highlighting the composition of the HIN, such as roadway ownership, functional classification, and proximity to community landmarks and destinations, to help guide targeted investments and inform future implementation strategies if the information to do so is available. Alta will produce three (3) HIN maps to understand areas of overlapping risk and areas where Vulnerable Road Users (people who walk and bicycle) face disproportionate risk:

- All Modes (vehicle, motorcycle, pedestrian, and bicycle) HIN
- Pedestrian HIN
- Bicycle HIN

Crash Profiles

To better understand factors influencing severe and fatal crashes, Alta will identify up to five crash profiles, groups of crashes with similar contributing factors. These profiles will be identified based on cross-tabulations of crash and contextual factors along identified streets utilizing crash data from the last 5 years. Note: If more data is needed to create clear trendlines, up to ten years of crash data may be used. Key crash attributes could include victim age, distraction, time of day, high-risk behaviors involved, crash types, and crash movement characteristics if available. Important contextual characteristics will consist of area characteristics such as speed limits, roadway classification, roadway volumes, number of lanes, speed, presence of traffic signals, presence of sidewalks, bike routes, crosswalks, existing school routes, land use context, traffic calming infrastructure presence, nearby amenities, and/or unique demographic characteristics.

Our analysis will focus specifically on crashes with a high frequency of crashes involving vulnerable road users. This will inform if there are patterns in “typologies.” Information can be used to develop systemic safety design typologies. These profiles will have their crashes presented in neighborhood or corridor scale infographics that feature charts, cross-tabulations, and maps. These infographics are intended to not only summarize key trends that can help identify targeted countermeasures but serve as a future resource for grant applications or presentations to build the case for future funding.

Systemic Safety Analysis

In addition, Alta will conduct an analysis of well-understood contextual and crash factors that could be used to identify countermeasures in the region. This profiling analysis will evaluate risk factors based on existing travel network data. This can include the evaluation of crash risk factors including data regarding the number of lanes of streets, posted speeds, built context, presence of lighting, horizontal curvature, or intersection characteristics such traffic control types and signal presence. Sometimes not all these risk factors may be inventoried, and Alta will tailor its approach based on the data available from federal and open datasets such as Overture, OpenStreetMap, or HIFLD. Crash factors that would inform the need for specific countermeasures such as rumble strips (off-road crashes) or similar treatments will be tabulated and summarized to better understand where or how different strategies would be more effective.

Safety Analysis Memo

Alta will assemble these analyses and supporting maps into a memo for City staff to review. Alta will also create slides to explain findings to the Community Advisory Board (CAB), public, and other stakeholders. These insights will directly guide the development of countermeasures, near-term projects, and strategies in Task 4 and will support future SS4A Implementation grant applications.

2.2 Equity Analysis

Alta will assess how transportation safety outcomes vary across Oceanside using a two-tiered approach. First, we will identify locations that meet USDOT's SS4A equity criteria, including Areas of Persistent Poverty (APP), to ensure the plan meets federal expectations for disadvantaged communities. Second, we will overlay the Caltrans Transportation Equity Index (EQI) to capture California-specific transportation and socioeconomic needs that may not show up in federal APP alone. Alta has developed a custom point system for interpreting Caltrans EQI that can help with using it for prioritization given the unique categories for community classification it uses. Crash and High-Injury Network data will be overlaid with both APP and EQI tiers to quantify where severe crashes and higher transportation need coincide. Alta will interpret these results in relation to roadway context, transit access, and land-use characteristics to highlight safety disparities affecting children, older adults, and people with limited transportation options.

Equity Analysis Memo

Alta will assemble these analyses and supporting maps into a memo for the client to review. Alta will also create slides to explain findings to the CAB, public, and other stakeholders. Findings will guide the development of equitable project priorities and implementation strategies.

Task 2 Deliverables

- Citywide and mode-specific **High-Injury Network (HIN)** maps:
 - » All Modes HIN
 - » Pedestrian HIN
 - » Bicycle HIN
- **Crash Profiles (5)** describing recurring patterns of severe crash conditions
- **Safety Analysis Memo** (Draft & Final) summarizing methods, findings, and insights.
- **Equity Analysis Memo** (Draft & Final) summarizing methodology, findings, and implications.
- GIS datasets for City use and future grant applications
- Presentation slides highlighting key findings for City and stakeholder review.

Task 3. Public Outreach

This task focuses on building awareness, trust, and participation among Oceanside residents, stakeholders, and partner agencies. Engagement will inform project goals, refine strategies, and guide prioritization of projects in the CSAP. The Alta team's approach emphasizes inclusivity, accessibility, and continuous communication to ensure the community's values are reflected in every stage of the plan.

Task 3.1 Community Advisory Board (CAB)

The Alta team will establish and facilitate a **Community Advisory Board (CAB)** representing agency partners and community voices. The CAB will serve as a liaison between the public, City staff, and the project team, ensuring that local perspectives inform key decisions. To ensure regional consistency and school safety perspectives, CAB membership may include the City of Oceanside departments, Caltrans District 11, Circulate San Diego, Bike Walk Oceanside, North County Transit District, SANDAG, San Diego MTS, San Diego County Health and Human Services Agency, Oceanside Unified School District, Vista Unified School District, the San Diego County Safe Routes to School Coalition, local advocates, community-based organizations, emergency responders (Oceanside Fire Department, etc.), the City of Carlsbad, and the City of Vista. The Alta team will convene the CAB up to six (6) times at key milestones to review findings and provide feedback. To increase participation, the meetings will be hosted online after the first in-person meeting. Each meeting will include an agenda, presentation materials, and a concise summary documenting participation and input.

Task 3.2 Outreach and Engagement Plan (OEP)

The Alta team will prepare an **Outreach and Engagement Plan (OEP)** that defines goals, outreach methods, type and quantities of outreach materials, target audiences, and engagement phases. The plan will identify community-based organizations, advocacy groups, schools, and businesses to serve as partners in reaching Oceanside's diverse population. The OEP will prioritize outreach in neighborhoods identified as **Areas of Persistent Poverty (per SS4A)** and in **high-EQI areas (per Caltrans)** to ensure both federal and state equity intent are met. The plan will specify methods (workshops, pop-ups, surveys, website tools), translation needs, and metrics to evaluate engagement success.

Task 3.3 Project Website

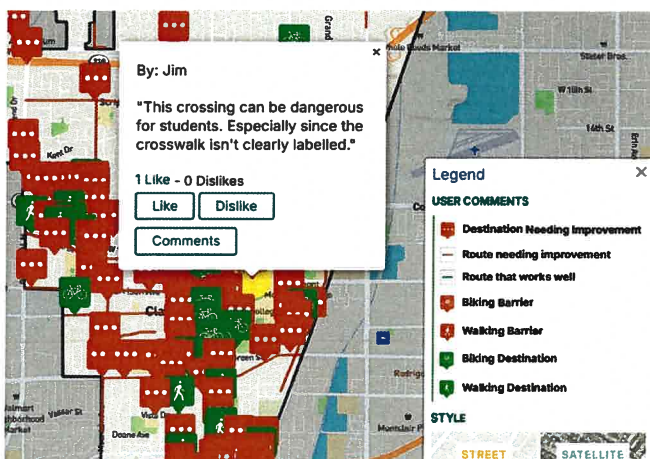
The Alta team will provide content for a dedicated project webpage hosted on the City's website. The site will act as the project's central information hub, providing updates, access to materials, and opportunities for participation. Features will include an interactive map, event calendar, surveys, and bilingual (English/Spanish) content. The site will be updated throughout the project to ensure timely, accurate information, and transparency.

Task 3.4 Communications and Social Media Support

The Alta team will collaborate with the City's communications team to implement a cohesive outreach campaign using social media, newsletters, and community networks. Content will be bilingual and accessible, highlighting upcoming engagement opportunities, surveys, and milestones. The Alta team will provide copy, visuals, and short summaries to support City-led posts, ensuring consistency in tone and branding across all platforms.

Task 3.5 Community Surveys

The Alta team will develop and administer up to **two rounds of bilingual online and paper surveys**. The first will focus on understanding community perceptions of safety and identifying barriers to walking, bicycling, and driving safely. The second will test and rank potential strategies and countermeasures. Additionally, Alta will utilize in-house web development staff to launch an interactive webmap where residents can pin locations that feel unsafe, need attention, or where they have experienced "near miss" collisions. Surveys will be promoted through City channels, partner organizations, and in-person events to reach residents across demographics and neighborhoods.



Alta used a custom version of its interactive web map tool to gather hundreds of comments and user interactions to inform the Claremont, CA ATP.

Task 3.6 Community Workshops

The Alta team will host **three (3) community workshops** at accessible locations to encourage broad participation. Each workshop will include a presentation, interactive exercises, and bilingual facilitation to gather input on safety priorities and proposed solutions. Workshops may be structured as open houses or hybrid (in-person/virtual) events. The Alta team will prepare materials, manage logistics, and produce a summary of attendance, themes, and key feedback. Alta will coordinate with the City to conduct joint-outreach events whenever feasible, allowing the project team to engage the public and gather feedback for both the CSAP and ATP through a single event. For any joint-outreach activities, Alta will separately track all time and expenses and maintain clear budget delineation between CSAP-related and ATP-related work.

Task 3.7 Pop-Up Events

The Alta team will conduct **three (3) pop-up events** at community gathering spaces such as farmers markets, school events, or neighborhood festivals. Events will be timed to coincide with key project milestones—existing conditions, draft strategies, and plan review—and staffed by bilingual facilitators. Materials will be concise, visual, and interactive to reach residents in everyday settings and encourage participation.

Task 3.8 Outreach Data Management and Reporting

The Alta team will compile and analyze all community input to ensure that engagement outcomes directly inform plan recommendations. This includes feedback from the CAB, surveys, workshops, and online participation. Input will be organized into a database that tracks emerging themes and geographic patterns. The Alta team will prepare a **Public Outreach Summary Report** documenting engagement activities, participation metrics, and how community feedback influenced plan priorities and strategies.

Task 3 Deliverables

- Community Advisory Board roster, agendas, and meeting summaries.
- Outreach and Engagement Plan (draft and final).
- Project website and ongoing content updates.
- Social media and communications materials (posts, graphics, and newsletters).
- Two rounds of bilingual community surveys with summary results.
- Three (3) community workshops with materials and summaries.
- Three (3) pop-up event summaries and photos.
- Public Outreach Summary Report documenting engagement outcomes and community feedback.
- Outreach database and participation metrics for City use.

Task 4. Develop Safety Strategies and Countermeasures

Building on the findings from the safety analysis, equity assessment, and community engagement, Alta will develop a comprehensive suite of **safety strategies and countermeasures** to reduce severe and fatal collisions in Oceanside. Strategies will be **data-driven, context-sensitive**, and organized under the **Safe System Approach**—addressing Safe Roads, Safe Speeds, Safe Users, Safe Vehicles, and Post-Crash Care. The framework will integrate public feedback, crash patterns, and equity findings to produce implementable, high-impact actions tailored to Oceanside's transportation network. Recommended strategies will be consistent with and build on SANDAG's regional Vision Zero Action Plan to ensure regional continuity.

Task 4.1 Multimodal Safety Strategies

Alta will identify and describe a coordinated set of infrastructure and programmatic strategies that address the City's most pressing safety issues. The process will begin by synthesizing trends from the High-Injury Network and public outreach to identify the most critical collision types and risk factors affecting vulnerable road users.

Infrastructure strategies may include improved pedestrian crossings, protected bicycle facilities, intersection redesign, lighting upgrades, traffic calming measures, and signal timing modifications. Non-infrastructure strategies will complement these efforts through education, enforcement, policy, and data initiatives—such as Safe Routes to School programming, community speed campaigns, and first responder coordination.

Each strategy will be supported by relevant crash data, research evidence, and alignment with **Caltrans and FHWA safety guidance**. Strategies will include descriptions of purpose, mechanism of impact, target users, and potential performance measures for tracking effectiveness. The resulting framework will establish a “toolbox” of actionable safety countermeasures for near-, mid-, and long-term implementation.

Task 4.2 Equity and Community Benefit

Alta will apply an equity lens to all strategies, ensuring interventions benefit communities with higher transportation risk or fewer existing safety investments. Each strategy will note whether it serves an SS4A Area of Persistent Poverty and/or a high-EQI area, so the City can show clear equity benefit in future SS4A Implementation or ATP applications. Each strategy will be assessed for potential benefits to priority user groups, including children, seniors, people with disabilities, and transit riders. The analysis will consider implementation readiness, community support, and co-benefits such as improved air quality, reduced speeds, and enhanced walkability. The result will be a clearly articulated connection between safety strategies, equity outcomes, and broader City goals related to health, mobility, and sustainability.

Task 4 Deliverables

- Safety Strategy Report summarizing recommended infrastructure and programmatic strategies with supporting data, rationale, and Safe System alignment.
- Strategy Matrix and Toolbox organizing strategies by emphasis area, user type, and implementation horizon.
- Equity and Community Benefit Summary describing how strategies address disparities and deliver broader community outcomes.
- Implementation Readiness Summary outlining key partners, funding considerations, and quick-build opportunities.
- Presentation Deck for City and stakeholder review.

Task 5. Identify Priority Projects

The Alta team will identify, define, and prioritize a set of safety projects designed to reduce fatal and serious injury collisions across Oceanside's transportation network. These projects will directly translate the recommended safety strategies into location-specific improvements with clear implementation pathways. Alta's approach ensures projects are **data-driven, equity-focused, and funding-ready**, positioning the City for future SS4A Implementation, ATP, and other grant opportunities.

Task 5.1 Project Identification and Scoping

Alta will use results from the High-Injury Network, Equity analysis, and community input to identify candidate locations for improvement. Projects will address priority crash types, systemic risk factors, and community-reported safety concerns. Projects may include corridor redesigns, intersection upgrades, traffic calming measures, protected bike and pedestrian facilities, lighting and visibility enhancements, and Safe Routes to Schools. Each concept will include planning-level scope, description of safety need, anticipated benefits, and conceptual cost estimates.

Alta will illustrate project concepts with simple plan-view sketches, cross-sections, or GIS maps to show extents and context. Projects will represent a range of implementation scales—from low-cost quick-build improvements to larger capital projects suitable for phased delivery.

Coordination with the Active Transportation Plan

The City of Oceanside is developing the CSAP and the Active Transportation Plan (ATP) concurrently. Alta will coordinate Task 5 with the ATP to ensure the two efforts are complementary and non-duplicative.

The **CSAP** will identify and prioritize projects that address historic and systemic safety risks across all modes—focusing on reducing severe and fatal collisions involving motorists, transit riders, pedestrians, and bicyclists. The **ATP** will focus on expanding the network of comfortable and connected facilities for people walking, biking, and rolling.

Alta will share project concepts and screening results between both project teams to ensure:

- Safety projects from the CSAP inform ATP network refinements and design guidance.
- ATP projects are evaluated through the CSAP's safety and risk-reduction lens.
- Common data sources (e.g., High-Injury Network, equity layers, and public input) are used consistently

but analyzed for different outcomes—**safety performance** in the CSAP and connectivity and comfort in the ATP.

- Deliverables are distinct — the **CSAP will produce prioritized safety projects** ready for SS4A or similar funding, while the **ATP will identify network projects** and policies supporting active modes.

This coordination approach allows both plans to reinforce each other, reduce redundancy, and create a unified foundation for Oceanside's multimodal and Vision Zero initiatives.

Task 5.2 Project Prioritization Framework

Alta will develop and apply a **transparent, data-driven prioritization methodology** to rank projects. Evaluation criteria will include crash reduction potential, benefit to vulnerable users, equity impact, cost-effectiveness, community support, geographic balance, readiness, and consistency with City and regional goals. The prioritization framework will include an equity criterion that awards points for projects located in **SS4A Areas of Persistent Poverty** and additional points for projects in **Caltrans high-EQI tracts**, allowing the City to report against federal requirements while still advancing California's transportation equity goals.

Using this framework, Alta will create a **prioritized list of projects** supported by a clear rationale and implementation guidance. Results will be presented in both tabular and mapped form, highlighting short-, medium-, and long-term opportunities.

The prioritization framework will be designed for City staff to use independently in the future to support grant applications and capital programming updates. Alta will also identify a set of **"shovel-ready" demonstration projects** suitable for near-term implementation to build public momentum and visibility for the City's Vision Zero and Safe System initiatives.

Task 5 Deliverables

- Draft and final Project Scopes including descriptions, maps, and conceptual costs.
- Prioritization Methodology Memo detailing criteria, weighting, and scoring approach.
- Prioritized Project List and map showing recommended phasing and equity distribution.
- Quick-Build and Demonstration Project Summary identifying near-term implementation opportunities.
- Presentation Deck summarizing key findings and recommendations for City Council and community use.

Task 6. Comprehensive Safety Action Plan

Alta will prepare a clear, actionable, and visually engaging **Comprehensive Safety Action Plan (CSAP)** ready for public presentation and formal adoption by the City of Oceanside. The final plan will integrate all prior analyses and engagement results, fulfilling all **USDOT Safe Streets and Roads for All (SS4A)** program requirements. Alta will guide the City through the full review and adoption process—from administrative draft to public release and final adoption—ensuring that the document serves as a strategic, fundable, and implementation-ready plan.

VALUE ADD

Alta will prepare a targeted strategy to identify **short- and long-term funding sources**, partnerships, and project delivery mechanisms to advance CSAP priorities. This work will include:

- Funding matrix linking projects to SS4A, ATP, HSIP, CMAQ, and local sources.
- Implementation roadmap outlining sequencing, responsible agencies, and next steps.
- One-on-one coordination session with City grants or capital projects staff.

This work will position Oceanside for SS4A Implementation and ATP grants, providing internal guidance for competitive grant readiness.

Task 6.1 Draft and Final Plan Preparation

Alta will synthesize the findings from previous tasks into an **Administrative Draft CSAP** for internal City review. This version will include all required SS4A elements: a vision statement and safety goals; data-driven safety analysis; High-Injury Network; prioritized safety strategies and projects; equity and public-engagement documentation; performance metrics; and an implementation and monitoring framework.

Following receipt of **one consolidated set of comments**, Alta will prepare a **Public Draft CSAP** for community review and presentation to up to **two commissions** and a **City Council meeting**. Alta will assist with presentation materials, provide slide decks and talking points, and attend these meetings in person as needed.

Based on feedback from City staff, commissions, and the City Council, Alta will prepare a **Final Draft CSAP** for formal adoption. This version will incorporate all approved revisions and will be formatted for publication with professional layout, maps, infographics, and summary graphics suitable for both technical and public audiences.

Upon adoption, Alta will deliver the **Final CSAP** in print-ready PDF and digital formats, along with all native source files (InDesign, GIS, and Word) for City use in future updates, implementation tracking, and grant applications.

Task 6 Deliverables

- Administrative Draft CSAP for internal City review.
- Public Draft CSAP for community and commission presentation.
- Presentation materials and attendance at up to two commission meetings and one City Council meeting.
- Final Draft CSAP for City Council adoption.
- Final CSAP (PDF and native source files).
- Editable maps, infographics, and monitoring framework templates.

Optional Tasks

Optional Task A. Demonstration Project Concept and Toolkit

Alta will develop a concept package for one to two low-cost, high-visibility demonstration projects (“quick-builds”) that showcase Oceanside’s safety vision and test strategies from the CSAP. Example locations may include school zones, downtown corridors, or intersections along the High-Injury Network.

Deliverables:

- One or two concept designs with renderings and implementation steps.
- Estimated costs, materials, and required permits.
- Evaluation framework for before/after metrics and community feedback.

Value:

Helps Oceanside “go visible early”—showing progress within months of plan completion, while providing a platform for community awareness and data collection.

Fee: \$40,000

Optional Task B. Vision Zero Policy Communications Toolkit

Alta will help the City formalize its Vision Zero commitment through a concise policy framework and public messaging strategy. This may include a City Council resolution template, internal policy recommendations, and a communication guide with key talking points and templates for media and social platforms.

Deliverables:

- Draft Vision Zero Policy Framework document.
- Communications toolkit (key messages, visual assets, templates).
- City Council resolution language (optional).

Value:

Creates a lasting institutional foundation for safety culture—something funders love to see in follow-up grant applications.

Fee: \$15,000

Optional Task C. Collision Data Dashboard

A collision data dashboard is an interactive data exploration or tracking tool intended to provide a deeper understanding of a specific community issue such as a safety analysis along high crash corridors or tracking how a particular mobility asset is performing. This web-based dashboard will be developed over the duration of the project and used to describe the project background and cover the existing conditions of the built and natural environment. It can include a map-based representation of a study area, tables, or interactive charts that can react to selections or user queries. Our approach is flexible; the Alta team is familiar with deploying a range of solutions including both ArcGIS Online (AGOL) based dashboard to fully customized performance tracking web sites developed by our creative services team. We can also work from client ArcGIS Online Accounts or Portals, or leverage our ArcGIS Online account (tradeoffs exist in maintenance and handoff). Our overall design will consider the intended use and desired longevity, hosting, desired functionality and product complexity. This dashboard will be used by City staff to view and track crash data, project implementation, and performance metrics from the CSAP.

Deliverables:

- Interactive dashboard with filters for mode, severity, and location.
- Data dictionary and instructions for annual updates.

Value:

Supports ongoing performance tracking and transparent communication with the public and City Council—without requiring new software licenses.

Fee: \$20,000

Optional Task D. Evaluation and Progress Reporting Template

Alta will develop a standardized evaluation and reporting template that enables Oceanside to track progress toward the Safety Action Plan's goals over time. The template will outline metrics, data sources, and reporting procedures for ongoing performance evaluation consistent with SS4A and Caltrans monitoring guidance.

The framework will include both **quantitative measures** (e.g., reduction in fatal and serious injury crashes, project completion rates, speed reductions) and **qualitative measures** (e.g., community feedback, partnership development, and awareness outcomes). It will also describe methods for collecting, analyzing, and visualizing data annually.

Deliverables:

- Evaluation and Progress Reporting Template (Excel or Power BI format).
- Guidance document describing data sources, roles, and update schedule.
- One-page performance dashboard template for inclusion in City reports or grant follow-ups.

Value:

- Provides the City with a ready-to-use performance tracking tool that fulfills SS4A evaluation requirements.
- Ensures continuity and accountability beyond plan adoption.
- Positions Oceanside to submit future SS4A Implementation grant reports efficiently.
- Encourages data transparency for public dashboards or annual safety reports.

Fee: \$10,000

Scope of Work

Active Transportation Plan

Alta recognizes that the City of Oceanside is managing two complementary but separately funded planning efforts—a **Comprehensive Safety Action Plan (CSAP)** and an **Active Transportation Plan (ATP)**—each with its own grant source, scope of work, and invoicing requirements. We understand the importance of maintaining fiscal and administrative separation between these projects while coordinating them efficiently to maximize value and minimize staff time. All labor and expenses will be tracked separately for the CSAP (SS4A-funded) and ATP (Caltrans-funded) efforts, and Alta will submit separate monthly invoices for each to maintain grant compliance.

Alta will manage both projects concurrently under one unified coordination framework. Shared meetings, communication protocols, and management activities will be conducted jointly where practical, with costs allocated proportionally to each project task and billed to the appropriate contract. This approach ensures grant compliance while maintaining consistency and taking advantage of project synergies across both plans.

Kick-off Meeting

Within two weeks of the Notice to Proceed, Alta will plan and facilitate a in-person project kickoff meeting to clarify the project scope, background, expectations, and measures of success. Alta will prepare the agenda and meeting notes. Recommended objectives for the kick-off meeting include:

- Establish communication channels and protocols
- Review project objectives and desired outcomes
- Refine project work plan and schedule
- Identify known preliminary issues, including project barriers and opportunities
- Develop a list of background data/plans to request and review
- Discuss key stakeholders, particularly as it relates to Task 3 community engagement

Ongoing Coordination

Throughout the project, there will be ongoing coordination between the Alta team and Oceanside City staff. Alta's Program Manager, Kristin Haukom, and Deputy Project Manager for the Active Transportation Plan, Kaitlin Scott, will be in regular communication with the City Project Manager through email, phone, and written communications to keep the City informed of progress. Alta's overall project management services will include:

- **General project management:** Alta will administer the project contract, coordinate staffing, track the project schedule, and manage the budget.
- **Quality assurance and quality control:** Alta's Program Manager will utilize senior-level staff for all submittal reviews and communicate project requirements and expectations to the entire project team. The Principal-in-Charge and a copy editor will review all key deliverables to ensure that they are completed to the highest possible quality.
- **Monthly project management meetings:** Alta will schedule and lead monthly virtual meetings (via Microsoft Teams) with the City team, up to one hour each. Alta will provide agendas and meeting minutes for each monthly check-in meeting.
- **Monthly invoicing:** Alta will prepare monthly invoicing packages through Deltek, including project status updates that include budget and deliverable progress, as well as a look ahead for tasks to be completed over the following 30 days.

Task 1 Existing Conditions

Task 1.1 Data Request Memo

Following the kick-off meeting, the Alta team will submit a memo to request relevant background documents, GIS, and other available data needed to perform project analyses and create base maps. It is anticipated that some of this data will need to be provided by the City, while other pieces of data will be gathered through other public and private data sources, such as local or regional open data portals. Alta will give the City an opportunity to provide data before beginning data collection on our own from online sources. The spatial data requested will be annotated with purpose (e.g., base maps or analysis) and will include notation as to whether the data is a critical input for task completion.

If a critical data input is not available, proxy data may be used, or adjustments may be made to the scoped analysis. The data request memo will also ask for all available plans, policies, and regulations that may have an effect on the development of the Plan and recommendations.

Task 1.2 Plan Review

At the onset of the project, Alta will review relevant local and regional planning documents, policies, and regulations to identify planned and funded projects, evaluate progress made on previous planning efforts, and ensure that eventual recommendations (Task 5) complement existing and prior City efforts. This will include consideration of any planned future development projects and long-term future growth in Oceanside, and the impact they are expected to have on active transportation demand. Documents to be reviewed by Alta may include:

- City of Oceanside Safe Routes to School Plan
- City of Oceanside General Plan, including the Circulation Element and Active Transportation Plan
- City of Oceanside Coast Highway Vision and Strategic Plan
- City of Oceanside Climate Action Plan
- Capital Improvement Program (CIP) and recent corridor studies (e.g., Coast Highway Corridor Study)
- Coastal Rail Trail and Coastal Zone Mobility Studies
- Traffic collision reports, SWITRS/TIMS datasets, and speed survey data
- Relevant Municipal Code sections related to traffic safety, parking, and speed management
- SANDAG Vision Zero Action Plan
- SANDAG Regional Transportation Plan
- County of San Diego Health and Human Services Agency Community Action Plan

The plan review will be summarized in the Existing Conditions Memo.

Task 1.3 Data Collection and Base Mapping

Alta will create a base map layout in GIS to serve as the basis of all maps to be created for this project that the public can easily understand for use at meetings and public events. The base map will include features of interest, generally, including streets, bodies of water, parks, the city boundary, areas of interest, and labels. This base map will be shared with City staff for one round of comments to inform edits to the layout, labeling, cartographic style, and other presentation elements of the maps.

The Alta team will lead a coordinated and comprehensive inventory and analysis of existing active transportation facilities in Oceanside, including facility types and condition. While much of the base mapping data may be provided by the City's GIS team and public sources, the Alta team will supplement this with targeted data collection efforts to fill information gaps. The Alta team will review the City's inventory of existing bicycle and pedestrian infrastructure data for completeness, including existing bicycle facilities, sidewalks, trails, bike parking, and other facilities. Alta will develop a set of maps (using the approved base map), tables, and narrative that describe the existing pedestrian and bicycle networks and conditions in the Existing Conditions Memo.

Task 1.4 Bicycle and Pedestrian Counts

The Alta team will collect count data for people walking, bicycling and using other wheeled devices at up to fifteen (15) locations across the city. We will evaluate existing mode share data and count/ volume data to identify count gaps and will identify locations at which to conduct bicycle, pedestrian, and other wheeled device counts. Count locations will be mapped using GIS. We will work with a trusted counts vendor (e.g., AimTD, etc.) to conduct screenline (i.e., midblock) counts at locations using video or other automated technology. Collected data will be formatted and reviewed by the vendor and the Alta team prior to submission. The counts information will be used to assess demand that can inform areas for improvement, prioritize potential projects, and will be summarized in the Existing Conditions Memo.

Task 1.5 Existing Conditions Memo

Following completion of the above subtasks, the Alta team will compile an Existing Conditions Memo that includes demographics, and population characteristics, land use data, existing bicycle and pedestrian facilities, key destinations, transit services, and other relevant data as available. The memo will consolidate outputs from the plan review, data collection and existing conditions inventory, and bicycle and pedestrian counts to provide a solid foundation for Task 5 recommendations when paired with community and Advisory Committee input.

The Alta team will submit a draft Existing Conditions Memo for City review and incorporate one round of consolidated, non-conflicting comments into a final version.

Task 1 Deliverables

- Data request memo
- Draft and final base map
- Bicycle and pedestrian counts at up to 15 locations
- Draft and final Existing Conditions Memo

Task 2 Needs Assessment

Task 2.1 Safety Analysis

The Alta team will gather bicycle, pedestrian, and motor-vehicle crash data from the SWITRS/TIMS. If provided in tabular format, Alta can also review supplemental data from the Sheriff's Department, Hospital Records, and Traffic Operations Center, specifically for severe crashes that could affect prioritization that may not have been processed through TIMS. These crash sources will be qualitatively reviewed for the presence of major discrepancies that could impact a crash analysis. These crash data sets will be used to identify key crash trends and to map severity-weighted densities for all bike and pedestrian crashes along the study corridors. Severity-weighting weighs each crash according to its FHWA

injury severity rating, with fatal crashes receiving the highest weights. Crash intensities will be displayed as a heat map.

A summary of the crash analysis will be included in the Needs Analysis Memo.

Task 2.2 Bicycle and Pedestrian Level of Traffic Stress

Alta will complete a level of traffic stress (LTS) analysis for the bikeway network, ranking streets from low stress (LTS 1, suitable for children) to high stress (LTS 4, suitable only to "strong and fearless" bicyclists). This network will be based on the preliminary LTS analysis derived from OpenStreetMap data and is intended to identify large facilities with high-speed traffic that could pose a soft barrier to bicycle activity. These preliminary networks will be refined based on data collected from other data collection tasks and based on consultation with relevant staff and stakeholders. Our analysis will illustrate how stress barriers (e.g., challenging crossings) can create areas lacking connectivity and islands along what otherwise appear to be low-stress roadways.

LENNOX BOULEVARD

PEDESTRIAN-INVOLVED COLLISIONS (2016-2023)

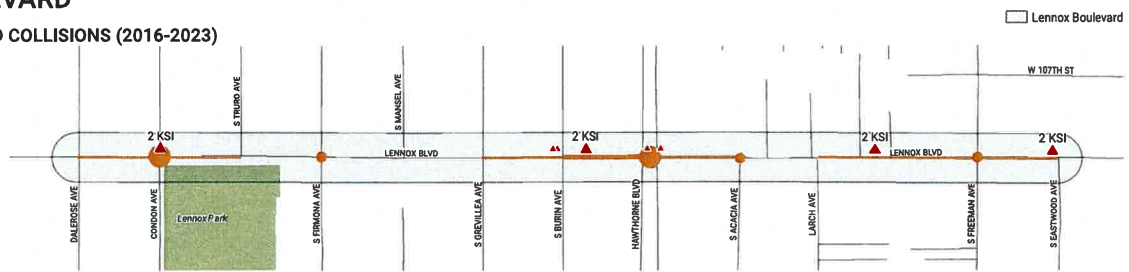
Number at Intersection

- 1 - 3
- 4 - 6
- 7 - 9

Number on Block

- 1 - 2
- 3 - 6
- 7

▲ KSI Pedestrian Collisions (12)



BICYCLE-INVOLVED COLLISIONS (2016-2023)

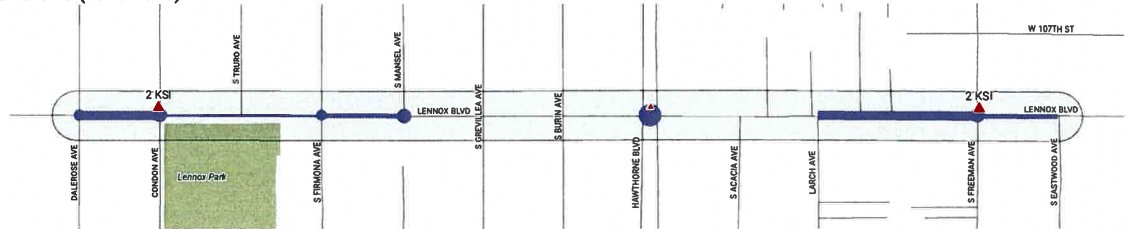
Number at Intersection

- 1
- 2
- 3

Number on Block

- 1
- 2
- 3 - 6

▲ KSI Bicycle Collisions (5)



VEHICLE-ONLY COLLISIONS (2016-2023)

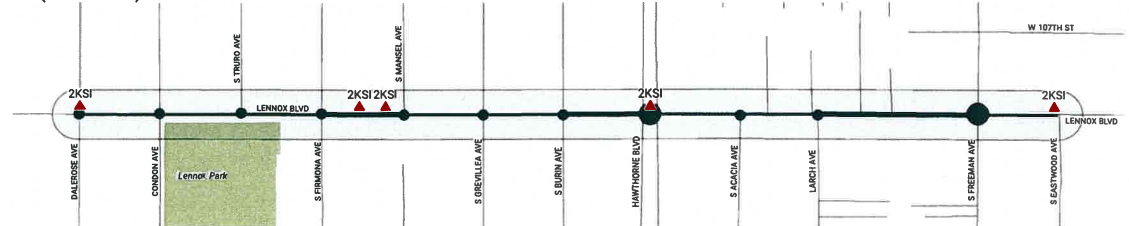
Number at Intersection

- 1 - 17
- 18 - 33
- 34 - 49

Number on Block

- 1 - 10
- 11 - 21
- 22 - 86

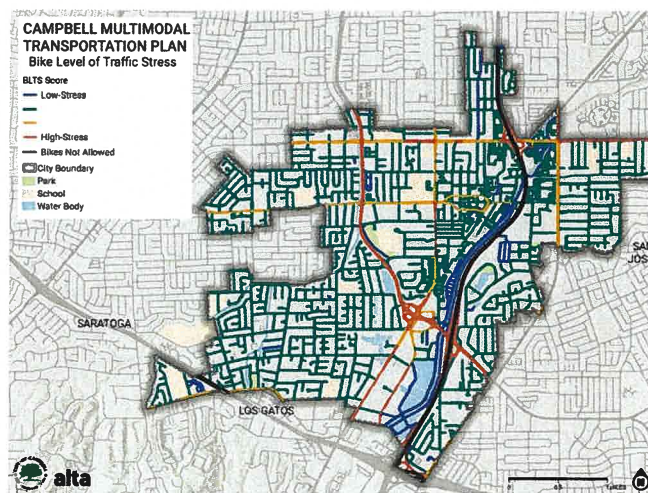
▲ KSI Vehicle Collisions (10)



Alta developed multimodal collision maps for high-injury network corridors in the unincorporated community of Lennox, CA.

To complement our bicycle LTS model, **Alta has developed a pedestrian level of traffic stress (PLTS) analysis** that we will apply to the study network. The pedestrian network for this analysis will be derived from OpenStreetMap data and iteratively refined through the collection of more detailed segments. Pedestrian connectivity and access to amenities is measured with the understanding that the quality of a pedestrian's experience is influenced by several physical factors at the segment level. Segment-level factors can include elements like presence (or lack of) sidewalks, the type of roadway, presence of street trees, and speed of traffic. Not all these factors are available in all locations, but where unavailable, Alta will derive suitable proxies or focus on either segment level evaluations where appropriate. Based on these factors, a single PLTS score will be generated, ranging from 1 to 4, with 1 being the least stressful and 4 being the most stressful. PLTS scores can be applied to help identify specific projects and applied to the pedestrian network to help model a pedestrian's experience by identifying situations where a less stressful (albeit slightly longer) route exists for a given origin and destination based on this analysis.

There will be 8 hours reserved for refinement and edits to the LTS networks after staff and stakeholder review and consultation.



Alta conducted Bicycle Level of Traffic Stress (LTS) analysis to show barriers in the bicycle network as part of the Campbell, CA Multimodal Transportation Plan.

Task 2.3 Equity Analysis

Alta will leverage a similar equity analysis approach used for the CSAP. First, we will identify locations that meet USDOT's SS4A equity criteria, including Areas of Persistent Poverty (APP). Second, we will overlay the Caltrans Transportation Equity Index (EQI) to capture California-specific transportation and socioeconomic needs that may not show up in federal APP alone. Alta has developed a custom point system for interpreting Caltrans EQI that can help with using it for prioritization given the unique categories for community classification it uses. This analysis will map areas of high need as defined by concentration of population indicators. The results will also be summarized in a brief memo.

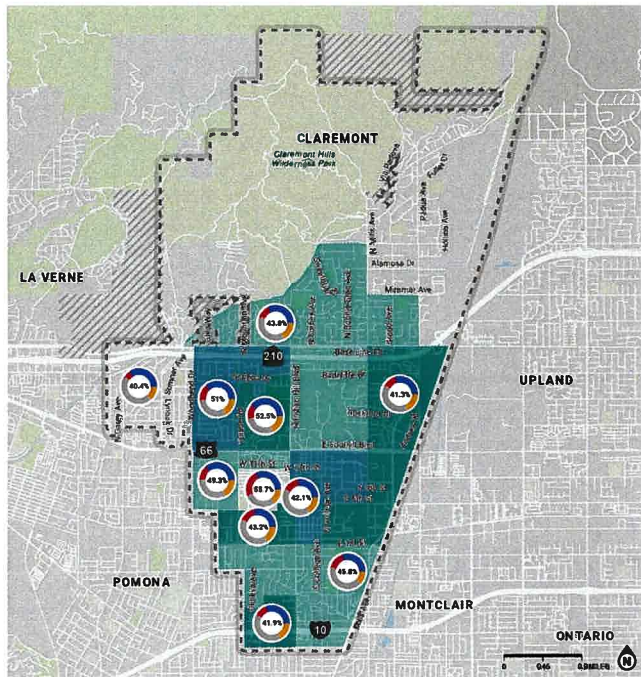
Task 2.4 Active Trip Potential Analysis

In some locations, unsupportive infrastructure or long trip distances make walking and biking infeasible. While emerging modes such as E-Bike and E-Scooters provide new options, ranges, and convenience, their ability to increase active travel still depends on context. Alta proposes the use of local travel demand models, Replica Places, Origin-Destination (OD) data to understand existing travel patterns with special attention to short trip distances that can be made as active trips. Based on this information, Alta will provide estimates of the percentage of trips that have trip distances that can be served by active modes or electric micromobility. A heat map will be generated for the percentage of trips that can be served via walking, biking, and electric micromobility, respectively.

VALUE ADD

Task 2.4.1 Alta Flow Dashboard

In addition to this heat map, Alta will provide an interactive visualization of this complex information in the form of an Alta Flow Dashboard that provides stakeholders with an interactive visualization of short trip volumes between trip pairs in Oceanside. This dynamic information enables stakeholders to visualize short distance trip volumes between neighborhoods and intuitively understand where active transportation mode shift potential could be highest if barriers are resolved.



Alta conducted an active trip potential analysis for Claremont, CA's Active Transportation Plan to help pinpoint neighborhoods with the greatest mode shift potential.

Task 2.5 Needs Analysis Memo

The Alta team will compile the results from the Safety Analysis, Active Trip Potential, Bicycle and Pedestrian Level of Traffic Stress, and Equity Analysis into a comprehensive Needs Analysis Memo. The memo will include maps, tables, charts/figures, and narrative for each analysis to help identify overall opportunities, needs, and constraints in Oceanside. The Alta team will submit a draft Needs Analysis Memo for City review and incorporate one round of consolidated, non-conflicting comments into a final version.

Task 2 Deliverables

- Draft and final Needs Analysis Memo that includes:
 - » Safety Analysis
 - » Active Trip Potential Analysis
 - » Bicycle and Pedestrian Level of Traffic Stress Analysis
 - » Equity Analysis

Task 3 Community Engagement

This task focuses on building awareness, trust, and participation among Oceanside residents, stakeholders, and partner agencies. Engagement will inform project goals, refine strategies, and guide prioritization of projects in the Active Transportation Plan. The Alta team's approach emphasizes inclusivity, accessibility, and continuous communication to ensure the community's values are reflected in every stage of the plan.

Task 3.1 Outreach and Engagement Plan (OEP)

The Alta team will prepare an Outreach and Engagement Plan (OEP) that defines goals, outreach methods (e.g., workshops, pop-ups, surveys, etc.), target audiences, timeline and engagement phases, type and quantities of outreach materials, and language/translation needs. In the OEP, we will identify community-based organizations, advocacy groups, schools, businesses, and other critical partners for reaching Oceanside's diverse population, including disadvantaged communities. This will help inform the creation of the Advisory Committee (see Task 4). We will also identify specific strategies to prioritize outreach in neighborhoods identified as Areas of Persistent Poverty (per SS4A) and in high-EQI areas (per Caltrans) to engage groups who may not typically participate in traditional public meetings while meeting federal and state equity guidelines. Finally, the OEP will highlight strategies to cross-promote the ATP and CSAP and opportunities to host joint engagement activities.

The OEP will also include graphic branding guidelines to establish a clear visual identity for the project. These guidelines may include colors, textures, fonts, and an overall look and feel for all marketing materials, engagement materials, the website, and the final ATP document. The Alta team will use these branding guidelines to develop templates for outreach materials to be used throughout the ATP, including presentations, flyers, fact sheets, outreach boards, and others. We will use the project style to distinguish the ATP from the CSAP, but keep the overall look and feel similar to show coherence between the planning efforts. These materials will be updated and modified for each of the engagement activities described in the following sections.

Task 3.2 Project Website

In collaboration with the City and Advisory Committee, the Alta team will develop and maintain a bilingual (English/Spanish) ATP webpage to be hosted on the City's website. The website will act as the central information hub for the ATP, providing updates, access to materials, and opportunities for participation. Features may include community surveys (Task 3.4), an interactive map (Task 3.5), outreach events calendar, and public-facing deliverables. The site will be updated throughout the project to ensure timely, accurate information and transparency.

Task 3.3 Communications and Social Media Support

The Alta team will collaborate with the City's communications team and the Advisory Committee to implement a cohesive outreach campaign using social media, e-newsletters, and partner agency networks. Content will be bilingual and accessible, highlighting upcoming engagement opportunities, the survey, and key ATP milestones. Alta will provide written copy and graphics to support City-led social media posts and e-newsletters, ensuring consistency in tone and branding across all platforms.

Task 3.4 Community Survey

The Alta team will develop a bilingual public survey to determine the community's general needs and concerns surrounding bicycling, walking, and transit. We will create an online and printed version of the survey with QR code so that it may be available at engagement events and distributed at community locations such as libraries, parks, and City Hall. The survey will also be posted on the ATP webpage (Task 3.2) and promoted through City communication channels (e.g., newsletters) and the Advisory Committee. The survey will be open during phase one of the engagement.

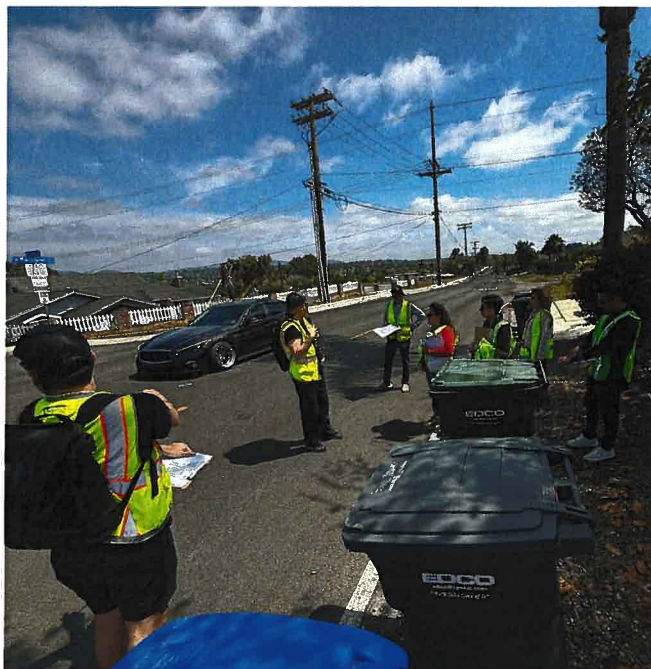
The survey will ask specific questions about participants' existing travel patterns, key destinations and trip generators, existing biking and walking conditions, barriers in the existing network, safety concerns, priorities for improvements, and other input related to active transportation in Oceanside.

Task 3.5 Interactive Web Map Tool

Paired with the public survey (Task 3.4), the Alta team will develop an interactive web map tool for soliciting community input on barriers and opportunities for the active transportation network. The web map will be open during phase one of engagement, allowing users to leave comments at specific locations to identify challenges and opportunities for active transportation across the city.

Task 3.6 Community Walk Audits

The Alta team will coordinate and lead one walk audit in **each** Oceanside City Council District for a total of four (4) walk audits during the first phase of engagement. The purpose of the audits will be to observe conditions and behaviors of roadway users alongside community members and identify high-risk road features or impediments that currently limit the safety of those walking and biking in Oceanside. The audits will also be an opportunity to verify existing conditions of facilities.



Project Manager Kristin Haukom leads a walk audit in Vista, CA.

The Alta team will work with City staff and the Advisory Committee to identify walk audit routes. We will create promotional materials, such as social media posts and flyers, to encourage community members to attend the audits. City staff, Advisory Committee members, and other key partners will also be invited to join the audits. Participants in the audits will also be asked to fill out the community survey (Task 3.4) and interactive web map (Task 3.5) after the audit.

Task 3.7 Community Workshops

The Alta team will coordinate and facilitate up to three (3) community workshops at accessible locations to encourage broad participation. Alta will coordinate with the City to conduct joint-outreach events whenever feasible, allowing the project team to engage the public and gather feedback for both the CSAP and ATP through a single event. For any joint-outreach activities, Alta will separately track all time and expenses and maintain clear budget delineation between CSAP-related and ATP-related work.

The first workshop will introduce the ATP and CSAP projects to the community and listen to input on active transportation and traffic safety challenges and opportunities in Oceanside. We propose that the first workshop be formatted as a larger joint ATP/CSAP kick-off event with a wide variety of enhanced activities for all ages to reach the most community members possible at the beginning of the project, build momentum, and encourage continued participation throughout the development of the plans. Activities for the ATP/CSAP kick-off event may include:

- Youth-focused activities, such as a bicycle rodeo or mini main street demonstration
- Booths for local, relevant organizations, such as a bike shop who can offer free bike repair services
- Concurrent roundtable sessions so staff can engage with smaller groups
- Creative interactive activities such as street design activities that allow participants to build their own street cross sections on key corridors, to help community members understand constraints tradeoffs in the right-of-way
- One of the community walk audits (Task 3.6)

The remaining workshops will be structured as open houses or hybrid (in-person/virtual) events, featuring a presentation, interactive boards and exercises, and multilingual facilitation to gather input on active transportation challenges and solutions. The second workshop will focus on reviewing draft recommendations alongside the community, helping the Alta team refine and prioritize potential projects. The third workshop will focus on collecting input on refined recommendations, prioritization results, and the Public Draft ATP (Task 7.1).

For each workshop, the Alta team will prepare materials, manage logistics, and produce a summary of attendance, themes, and key feedback. To further encourage participation, the Alta team will also seek to secure sponsors to provide participants with food, bicycles, helmets, or other related giveaways to raffle off. We will also coordinate with City staff, the ATP Advisory Committee, and CSAP CAB to promote each workshop through various communication channels described earlier in this task.

Task 3.8 Pop-Up Events

To meet community members in locations where they already are, the Alta team will lead up to six (6) pop-up events at community gathering spaces like parks and transit hubs, or community events such as farmers markets, Concerts in the Park, Walk and Roll to School Day, Bike the Coast, Heritage Park Day, and more. The pop-ups will be used to increase awareness of the ATP and CSAP, promote other outreach activities, and collect input from community members. Each pop-up will include dynamic and interactive visual materials such as maps, interactive boards, and flyers.



Alta, Circulate San Diego, and Oceanside staff host an interactive workshop for the Coastal Rail Trail Feasibility Study.

Task 3.9 Community Outreach Summary Memo

The Alta team will summarize outreach efforts in a Community Outreach Summary Memo that documents engagement activities, key themes of input received, participation metrics, and how community feedback will influence the ATP and recommendations. The memo will inform the engagement chapter of the Draft ATP and be included as an appendix to the ATP.

Task 3 Deliverables

- Draft and Final Outreach and Engagement Plan
- Engagement and promotional materials, including flyers, presentations, and outreach boards
- Project Webpage
- Community Survey
- Interactive Web Mapping Tool
- Social Media Posts
- Community Walk Audits (4)
- Community Workshops (3)
- Pop-Up Events (6)
- Community Outreach Summary Memo
- Translation services, as appropriate

Task 4 Advisory Committee

Shortly after the project kick-off, the Alta team will work with the City to establish an Advisory Committee (AC) representing agency partners and diverse community voices. The AC will serve as a liaison between the public, City staff, and the project team, capturing local perspectives to inform key ATP decisions. AC membership may include various City of Oceanside departments, Caltrans District 11, Circulate San Diego, Bike Walk Oceanside, North County Transit District, SANDAG, San Diego MTS, San Diego County Health and Human Services Agency, Oceanside Unified School District, Vista Unified School District, the San Diego County Childhood Obesity Initiative, local advocates, community-based organizations, emergency responders (Oceanside Fire Department, etc.), the City of Carlsbad, and the City of Vista.

Alta will convene the AC six (6) times at key milestones to review findings and provide feedback. The first meeting will be held in-person and the rest of the meetings will be held virtually. Each meeting will include an agenda, presentation materials, and a concise summary documenting participation and input. We propose hosting these meetings in conjunction with CAB meetings as many of the participants will be the same. The Alta team will keep separate agendas for each project for grant compliance purposes.

Task 4 Deliverables

- Advisory Committee Member List
- Meeting Agendas and Minutes
- Presentation MaterialsTask 5 Recommendations and Prioritization

Task 5.1 Infrastructure Recommendations

Utilizing inputs and data from previous tasks including the existing conditions, needs analysis, and community and advisory committee engagement, the Alta team will develop new or improved bicycle and pedestrian facility recommendations. These recommendations will build and expand on projects identified in the Oceanside Safe Routes to School Plan and San Diego Regional Bicycle Master Plan and will identify critical connections to networks in adjacent Carlsbad and Vista.

Bicycle recommendations will focus on innovative and connected bikeway options that close existing gaps and barriers. Bikeway network development will consider the directness of the route, route alternatives by facility type, first/last mile access, and the comfort of bicyclists using the route. Bikeway facilities will also include intersection improvements, end-of-trip facilities, and bikeway wayfinding. Pedestrian facilities will include both linear facilities and spot treatments and will aim to close gaps and connect to everyday destinations like jobs, retail, education, health institutions, and community amenities while prioritizing the needs of vulnerable road users such as youth and seniors. All recommended facilities will be focused on feasibility including considerations of available right-of-way, traffic volumes, possible cost escalation factors including drainage and utilities, and benefit to cost tradeoffs.

All recommended improvements will be mapped, provided in a table, and summarized in narrative format in a Recommendations Memo. As part of the review of the memo, the Alta team will lead an internal virtual review meeting with City staff to discuss the draft infrastructure recommendations. For up to four hours, the Alta team and City staff will review recommendations in detail and identify solutions for challenging locations. The Alta team will address one consistent set of comments on the recommendations prior to phase two of public engagement. After addressing public comments, the City will provide a second review before the projects are included in the final plan.

Task 5.1.1 Coordination with the Active Transportation Plan

The City of Oceanside is developing this ATP and the CSAP and concurrently. The Alta team will coordinate Task 5 with the CSAP to ensure the two efforts are complementary and non-duplicative.

The **ATP** will focus on expanding the network of comfortable and connected facilities for people walking, biking, and rolling. The **CSAP** will identify and prioritize projects that address historic and systemic safety risks across all modes—focusing on reducing severe and fatal collisions involving motorists, transit riders, pedestrians, and bicyclists.

The Alta team will share project concepts and screening results between both project teams to ensure:

- Safety projects from the CSAP inform ATP network recommendations and design guidance.
- ATP projects are evaluated through the CSAP's safety and risk-reduction lens.
- Common data sources (e.g., High-Injury Network, equity layers, and public input) are used consistently but analyzed for different outcomes—connectivity and comfort in the ATP and safety performance in the CSAP.
- Deliverables are distinct — the **ATP will identify network projects and policies supporting active modes**, while the **CSAP will produce prioritized safety projects** ready for SS4A or similar funding.

This coordination approach allows both plans to reinforce each other, reduce redundancy, create a unified foundation for Oceanside's multimodal and Vision Zero initiatives, and pave the way for easier implementation of both plans.

Task 5.2 Non-Infrastructure Recommendations

In addition to the infrastructure recommendations, the Alta team will develop a set of context-appropriate non-infrastructure programs the City of Oceanside can pursue to support investments in walking, bicycling, and other active transportation. The Alta team will begin by reviewing existing bicycle and pedestrian education, encouragement, outreach, and enforcement programs in the city. Based on community and stakeholder interests, concerns, needs, and resources for programs as well as best practices for model programs, the team will develop recommendations among the programming "E's" (Education, Encouragement, Engagement, and Evaluation) through an Equity lens (the fifth non-infrastructure "E"). Recommendations will build on the City's extensive existing Safe Routes to School programs to include programs such as all-ages citywide education, marketing campaigns, regular bicycle and pedestrian counts, and more.

Non-infrastructure recommendations will be summarized in the Recommendations Memo for City review.

Task 5.3 Prioritization

The Alta team will develop and apply a transparent, data-driven prioritization methodology to rank recommended projects from Task 5.1. Evaluation criteria will include crash reduction potential, benefits to vulnerable users, equity impact, connectivity to community destinations, cost-effectiveness, community support, geographic balance, readiness, and consistency with City and regional goals. The prioritization framework will include an equity criterion that awards points for projects located in Caltrans high-EQI tracts and additional points for projects in SS4A Areas of Persistent Poverty, allowing the City to align with Caltrans' transportation equity goals while also speaking to federal requirements, setting the City up for both state and federal funding. The Alta team will summarize this framework in a Prioritization Methodology Memo to be refined alongside City of Oceanside staff and the Advisory Committee.

Using this framework, the Alta team will create a prioritized list of projects supported by a clear rationale and implementation guidance. Results will be presented in both tabular and mapped form, highlighting short-, medium-, and long-term opportunities. The results of the prioritization will inform the development of high-priority projects in Task 6.

The prioritization framework will be designed for City staff to use independently in the future to support grant applications and capital programming updates. Alta will also identify a set of “shovel-ready” demonstration projects suitable for near-term implementation to build public momentum and visibility for the City’s active transportation initiatives.

Task 5 Deliverables

- Draft and Final Recommendations Memo
- Draft and Final Prioritization Methodology Memo

Task 6 Implementation and Funding

Task 6.1 Priority Project Cutsheets

Based on Task 5 prioritization, the Alta team will develop grant-ready cutsheets with preliminary concept designs, renderings, and planning-level cost estimates for the top five (5) highest priority projects. The Alta team will review the draft priority project cutsheets with City of Oceanside staff and the Advisory Committee to ensure alignment with project objectives. The Alta team will incorporate one round of consolidated, non-conflicting comments into final cutsheets to be included as an appendix to the final AT Plan.

Task 6.2 Implementation and Funding Memo

The Alta team will develop an Implementation and Funding Memo identifying a phased timeline for implementation (e.g., short-, mid-, and long-term projects), funding opportunities, and strategies for deploying active transportation improvements quickly, such as through quick build. The Alta team will leverage our knowledge of funding for active transportation projects to develop a relevant list of funding streams in the memo. We will work with City staff and regional partners to identify available funding sources for further planning, engineering, and construction work. This will help the City identify both priorities and appropriate methods for implementation, including relevant funding sources. The Alta team will incorporate one round of consolidated, non-conflicting comments into a final version of the memo.

Task 6 Deliverables

- Five (5) Priority Project Cutsheets with preliminary concept designs, renderings, and planning-level cost estimates
- Draft and Final Implementation and Funding Memo
- Task 7 Draft and Final Plan

Task 7.1 Draft Active Transportation Plan

Alta will synthesize the findings from previous tasks into an Administrative Draft ATP for internal City review. This version will include summaries and findings from existing conditions data collection, needs analysis, Advisory Committee and community engagement, infrastructure and non-infrastructure recommendations, prioritization, and implementation and funding. The Alta team will develop an initial Draft ATP that aligns with requirements for all major funding sources, including Caltrans Active Transportation Program and USDOT Safe Streets and Roads for All. The initial Draft ATP will be developed in a Word document and submit it to the City Project Manager to review.

Following receipt of one consolidated, non-conflicting set of comments, Alta will prepare a visually rich Public Draft ATP in InDesign for community review. Alta’s in-house technical editor will review the plan to ensure a grammatically correct, stylistically appropriate document that makes complex topics easy to understand. The Alta team will collaborate with the City to identify an additional set of consolidated edits and provide a print-ready and web-view PDF. The Public Draft ATP will be presented to the Advisory Committee, posted on the project website, and shared through Task 3 outreach activities.

VALUE ADD

Task 7.1.1 Commission Meetings and City Council Study Session

As a value add, the Alta will also present the Public Draft ATP to up to two (2) commissions and one (1) City Council meeting. Alta will assist with presentation materials, provide slide decks and talking points, and attend these meetings in person, as needed.

VALUE ADD

Task 7.1.2 PDF Commenting Tool

To facilitate community input on the Public Draft ATP, Alta’s Creative Services team will develop an interactive PDF tool that enables online visitors to review and provide feedback directly on the plan document via comments and votes. The tool can be embedded in or linked on the project webpage.

Task 7.2 Final Active Transportation Plan

Based on feedback from the public, Advisory Committee, City staff, commissions, and the City Council study session, Alta will prepare a Final ATP for adoption. The Final ATP will include any additional implementation next steps and credit Caltrans on the cover and title page.

Upon adoption by City Council (Task 8), Alta will deliver the Final Active Transportation Plan in print-ready PDF and digital formats, along with all native source files (InDesign, GIS, and Word) for City use in future updates, implementation tracking, and grant applications.

Task 7 Deliverables

- Administrative Draft ATP for internal City review
- Public Draft ATP for community review
- Presentation materials and attendance at up to two commission meetings and one City Council meeting
- Final Draft ATP for City Council adoption
- Final ATP (PDF and native source files)
- Editable maps, infographics, and monitoring framework templatesTask 8 City Council Review/ Approval

Task 8.1 City Council Adoption Meeting

In collaboration with City staff, Alta will present the Final ATP to the Oceanside City Council for approval or adoption. Following the City Council meeting, Alta will address final comments and any remaining ‘fatal flaws’ based on one set of consolidated non-contradictory comments from the City. Once the document is finalized, Alta will transmit the final electronic source files to the City for submittal to Caltrans.

Task 8 Deliverables

- City Council agenda and presentation
- Documentation of City Council Adoption/Approval

Optional Tasks

Optional Task A. Alta Gap Potential Analysis

Alta will conduct a Gap Potential Analysis, the measurement of short-trip demand that is likely suppressed by traffic stress between origins and destinations, by integrating our active trip potential analysis with a stress-aware network evaluation. Using Level of Traffic Stress (BLTS/PLTS) to assign travel costs so that a network analysis can be conducted where higher-stress segments “feel” longer than their actual distance. Trips between these pairs will be routed along paths that balance directness with avoidance of high-stress facilities, producing both stress-adjusted shortest paths. Gap scores will then be computed by comparing crow-fly (straight-line) travel time to stress-adjusted travel time, scaled by short-trip volumes, to quantify where latent demand is most likely suppressed due to a lack of direct and comfortable routes. Results will be visualized through OD flow maps (line thickness for trip volume; color for indirectness/gap), stress/directness heat maps summarized to census block groups, and a “gap layer” highlighting locations where demand and barriers intersect.

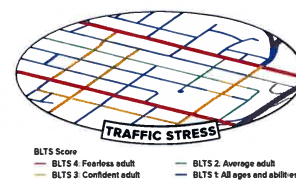
Alta Civic Analytics Explainer

Evaluating Gap Potential

Gap Potential is a measure of the magnitude of potential demand measured by short trips that is likely suppressed due to the traffic stress encountered between an origin and destination.

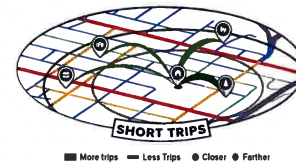
1 Identify Travel Costs of Network

Level of Traffic Stress is used to assign travel costs to the network. More stress is more perceived travel time.



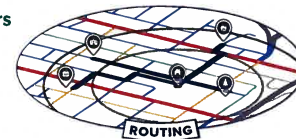
2 Identify Short Trips OD Pairs

Using mobile trace or an activity-based model, short trips are identified across the regions between origins and destinations. These trips encompass a vast array of potential activities such as traveling to home, schools, jobs, restaurants, or recreational activities.



3 Route Trips Between Short Trip Pairs

Trips are routed along the network along routes that balance providing the direct shortest path and avoiding high-stress facilities. The routing analysis adjusts for traffic stress based on the travel costs assigned to each street or path.



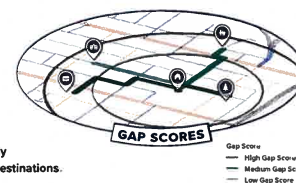
4 Compute Gap Scores

The stress-adjusted shortest paths are compared to crow-fly distances between pairs. This is used to create a gap score based on the following formula:

$$\text{Gap Score} = ST - (ST \times \frac{\text{Straight Line Travel Time}}{\text{Stress Adjusted Travel Time}})$$

These gap scores represent the degree latent demand are likely suppressed given the lack of direct and comfortable paths to destinations.

ST = Short trip count



Deliverables:

- Map series
- Supporting tables of high-priority OD pairs and corridors
- Concise narrative of gaps and needs culminating in an action-oriented set of investment focus areas to improve directness and reduce user stress for short trips

Value:

This task will help Oceanside pinpoint where short-trip demand is most suppressed by high-stress streets—using stress-adjusted network analysis and clear visualizations—to identify the highest-impact corridors and investments that will unlock more safe, direct, and comfortable everyday trips.

Fee: \$22,000

Optional Task B. Initial Project for Quick Build

Using inputs from the prioritization process, the Alta team will identify potential projects that are suitable for quick build installation and expected costs for quick build deployment. Drawing on Alta's experience writing the CalBike Quick Build Guide, along with implementing quick build projects across California and nationwide, the team will identify potential materials for quick build projects, outline best practices to keep the community informed, and provide evaluation options for understanding the impact of the quick build project. The Alta team will identify one (1) Initial Project for Oceanside based on the prioritization process, quick build guidance, community suggestions, and staff input that will be prioritized for the first implemented quick build. This project is expected to consist primarily of signage and striping work.

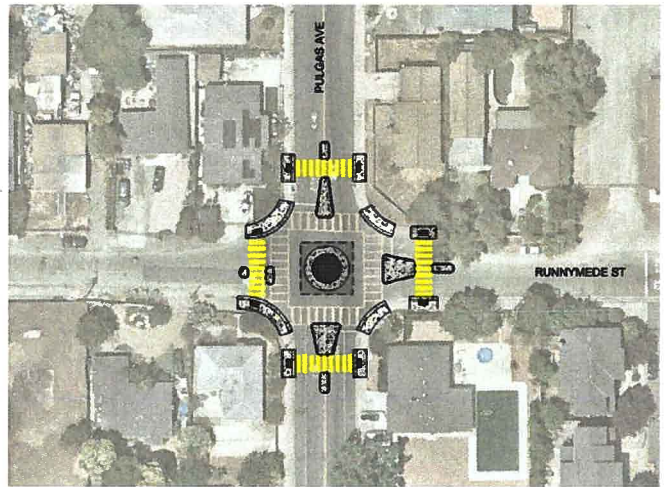
Deliverables:

- One or two concept designs with renderings and implementation steps.
- Estimated costs, materials, and required permits.
- Quick build installation.
- Evaluation framework for before/after metrics and community feedback.

Value:

Helps Oceanside “go visible early”—showing progress within months of plan completion, while providing a platform for community awareness and data collection.

Fee: \$40,000



Alta is transforming streets throughout the country with quick build installations. This is an Alta designed and installed traffic circle in East Palo Alto, CA.

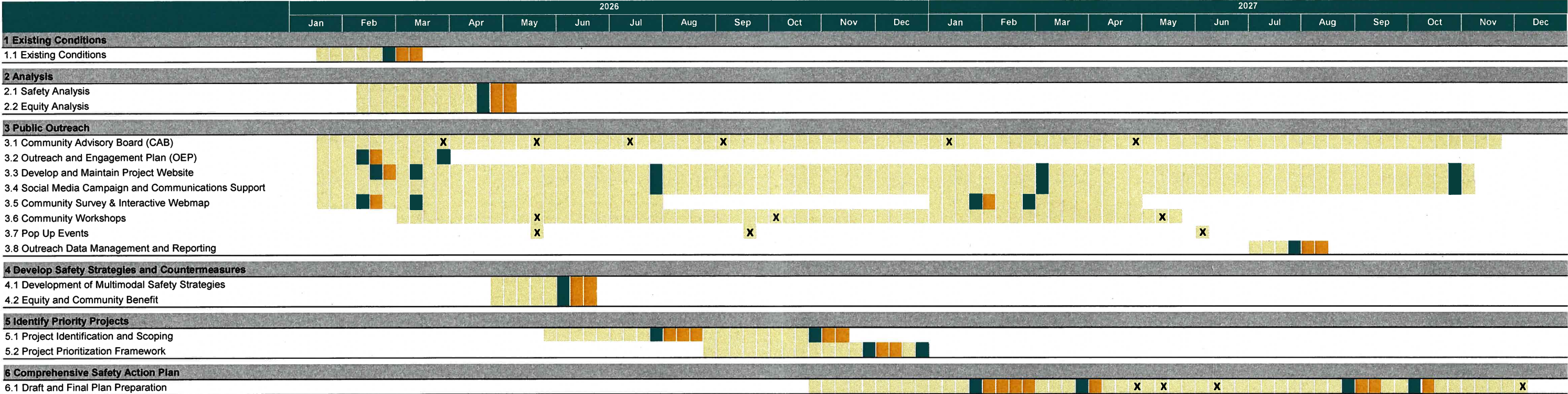
Assumptions

Category	Assumption
Coordination Between CSAP and ATP	The Comprehensive Safety Action Plan (CSAP) and Active Transportation Plan (ATP) will be developed concurrently and coordinated to ensure complementary findings without duplication. Shared data sources and engagement activities will inform both plans, while deliverables, analyses, and invoicing will remain separate to meet distinct grant and funding requirements.
Client Review and Revisions	Each deliverable includes one draft and one final version following a single, consolidated round of non-contradictory client comments. Additional revisions or review cycles are out of scope.
Project Management and Coordination	Project management, coordination, and quality assurance are included across all tasks and distributed proportionally within each project's budget. Kick-off and monthly coordination will occur for the CSAP and ATP concurrently, with separate invoicing for each to maintain grant compliance.
Meetings	All meetings with City staff, the CSAP CAB, and ATP AC are assumed to be virtual unless otherwise specified. Each includes preparation of a concise agenda and meeting summary. In-person meetings or additional coordination beyond those listed will be considered additional services.
Data and Information	The City will provide available data, background reports, GIS files, and contact information for key stakeholders at project initiation. Alta will not conduct new data collection (e.g., counts or surveys) unless specified in the scope.
Document Format	Deliverables will be prepared in Microsoft Word, Excel, PowerPoint, and/or PDF formats using Alta templates. GIS deliverables will be provided as shapefiles or geodatabases. Alta will provide graphic design or formatting beyond these templates for public-facing deliverables and hand over source Adobe In-Design files at the end of the project.
Schedule and Review Periods	Review periods for draft deliverables are assumed to be two weeks unless otherwise agreed upon. Delays in receiving consolidated comments may affect the project schedule.
Public Engagement	Outreach activities will be coordinated with City staff for scheduling, promotion, and logistics. The Alta team is responsible for providing translation or interpretation services if required.
Equity Metrics	Alta will apply USDOT SS4A equity guidance (including Areas of Persistent Poverty) and supplement with Caltrans Transportation Equity Index (EQI) to refine local targeting.
Document Accessibility (Section 508/WCAG)	The CSAP and ATP will be designed for general accessibility and readability. However, formal Section 508 or WCAG remediation (e.g., screen reader tagging, alt-text formatting, or HTML conversion) is not included in this scope. If required by the City or the funding agency, Alta can provide remediation services for an additional fee.
Subconsultant Coordination	Alta will manage subconsultants as identified in the proposal. Additional subconsultants or expanded subconsultant scope will require a contract amendment.

Schedule

This proposed schedule reflects the scope of work outlined in this proposal. The Alta team is flexible in our approach and looks forward to working with the City to finalize the scope and schedule to meet the needs of the project.

Comprehensive Safety Action Plan



LEGEND

Task Progress

Meeting / Workshop

Deliverable

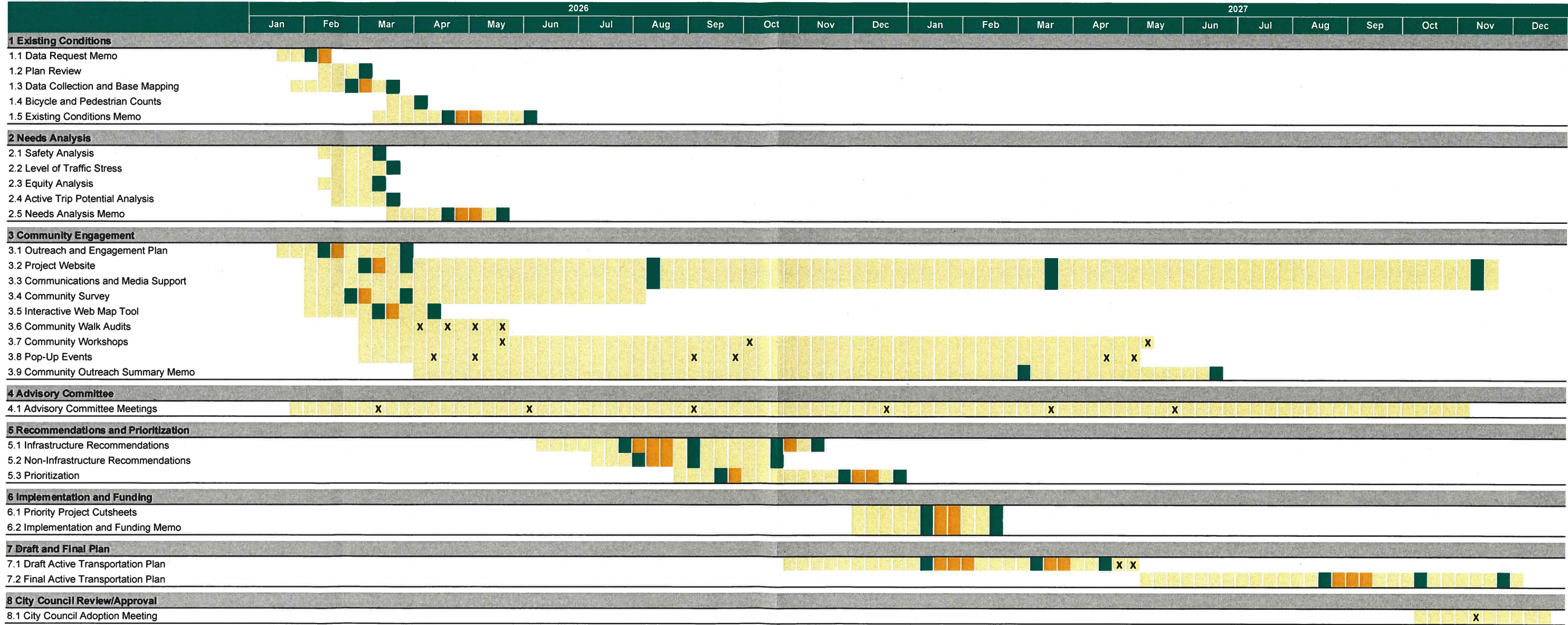
Client review

X

Schedule

This proposed schedule reflects the scope of work outlined in this proposal. The Alta team is flexible in our approach and looks forward to working with the City to finalize the scope and schedule to meet the needs of the project.

Active Transportation Plan



LEGEND

Task Progress

Meeting / Workshop

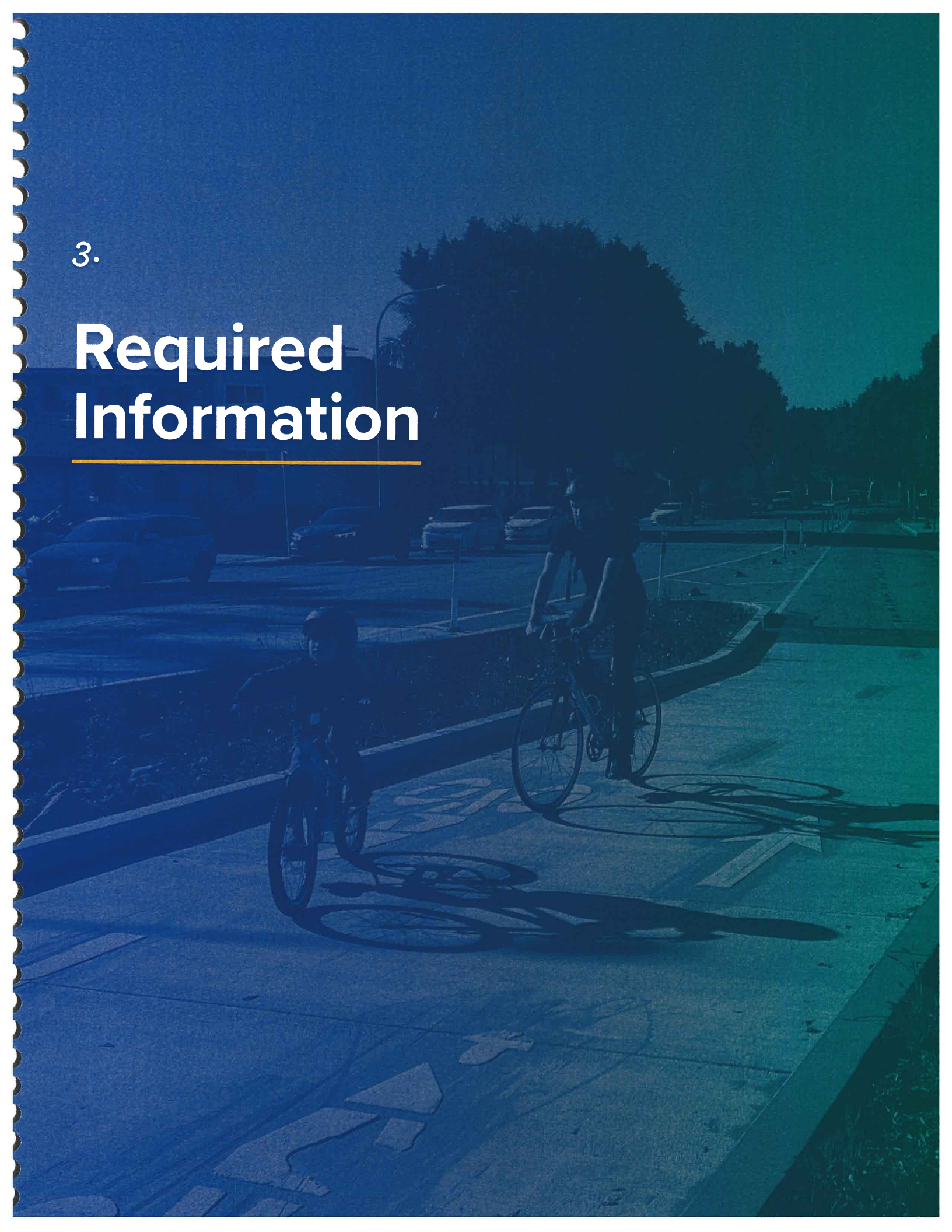
Deliverable

Client review

X

3.

Required Information



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Nationwide Safety Expertise

Alta has experience developing safety action and implementation plans in a wide range of communities across the country.

- **Modesto Safety Action Plan, CA**
- Adelanto Safety Action Plan, CA
- Visalia Traffic Safety Action Plan, CA
- **Palm Desert Vision Zero Strategy, CA**
- El Paso Vision Zero Action Plan, TX
- Memphis Pedestrian Safety Plan, TN
- Norco Pedestrian and Bicycle Master Plan, CA
- Orange County Active Transportation Plan, CA
- Oxnard Bicycle and Pedestrian Plan, CA
- Yorba Linda-Placentia Active Transportation Plan, CA
- Alhambra Walk Bike Move! Bike Ped Plan, CA
- **Sacramento Vision Zero Safety Campaign, CA**
- Met Council Regional Safety Action Plan, Minneapolis, MN
- **Madison MPO Safety Action Plan, WI**
- Roanoke Traffic Safety Campaign, VA
- MnDOT Pedestrian Safety Improvements, Statewide, MN
- Culver City Bicycle and Pedestrian Action Plan, CA
- Ojai Bicycle and Pedestrian Safety Improvements, CA
- Bakersfield Bicycle and Pedestrian Safety Plan, CA
- Emeryville Active Transportation Plan, CA
- Cupertino Active Transportation Plan, CA
- **Nashville Vision Zero Action Plan, TN**
- Palo Alto Traffic Safety & Bicycle Boulevard Projects, CA
- Alameda County Bicycle and Pedestrian Plan Update, CA
- Atherton Bicycle and Pedestrian Plan, CA
- Oakland Bicycle Plan Update, CA



Active Transportation Experience

Alta has developed active transportation plans and designs for over 500 jurisdictions throughout the United States. We have assisted these jurisdictions with master planning efforts that are tailored to their landscapes and take into account the various modes of travel, including bicycle, pedestrian, roadway, transit, and rail. The projects listed below and described on the following pages are a sampling of our recent, relevant work.

Alta has experience implementing active transportation planning and design services for jurisdictions across the U.S. and throughout California.



Yorba Linda-Placentia AT Plan, CA



Palm Desert Vision Zero Strategy, CA



Culver City Complete Streets Guide, CA



Orange County Active Transportation Plan, CA



Alhambra Bike Ped Plan, CA



San Gabriel Valley Bicycle Plan, CA

- Alhambra Bicycle & Pedestrian Transportation Plan, CA
- Culver City Complete Streets Guide, CA
- SGV Regional Active Transportation Plan, CA
- Yorba Linda-Placentia Active Transportation Plan, CA
- Carson Active Transportation Plan, CA
- Ventura County Active Transportation Plan, CA
- Long Beach Bicycle Master Plan Update, CA
- Palm Desert Vision Zero Strategy, CA
- Riverside Active Transportation Plan, Pedestrian Target Plan, and Complete Streets Ordinance, CA
- Folsom Active Transportation Plan, CA
- ATP Cycle 7 Grants, South El Monte, Alhambra, Modesto, CA
- Orange County Active Transportation Plan, CA
- Pasadena North Hill Complete Streets, CA
- Modesto Active Transportation Plan, CA
- Berkeley Bike Plan Update 2024, CA
- Sunnyvale Active Transportation Plan, CA
- Santa Clara Active Transportation Plan, CA
- Cupertino Active Transportation Plan, CA
- Campbell Multimodal Transportation Plan, CA
- Milpitas Active Transportation Plan, CA
- Menlo Park Transportation Master Plan, CA
- Atherton Bicycle & Pedestrian Master Plan Update, CA
- Hillsborough Bicycle & Pedestrian Master Plan, CA
- Fremont Active Transportation Plan, CA
- Danville Bike Master Plan Update, CA
- Ross Bicycle and Pedestrian Master Plan Update, CA
- Merced Avenue Linear Park, CA
- Cape Coral Multi Modal Master Plan, FL
- Huntsville Downtown Active Transportation Plan, AL
- Illinois Active Transportation Plan, IL
- Copperton Active Transportation Plan, UT
- Chesapeake Trails & Connectivity Plan, VA
- Belmont Multimodal Network Plan, NC



Oceanside Safe Routes to School Plan

OCEANSIDE, CA | 2018-2021

Alta led a citywide Safe Routes to School (SRTS) planning effort that will support walking and bicycling as convenient, comfortable, and safe transportation options for students at public schools located in Oceanside, including all 23 Oceanside Unified School District schools and eight Vista Unified School District schools. The final SRTS Plan is the result of a robust analysis of infrastructure surrounding each school, a review of existing policies and programs, and extensive stakeholder engagement with the ultimate goal of creating a healthier, safer, and more vibrant Oceanside.

Check out our video on this project here!



CLIENT

City of Oceanside

CONTACT

Howard LaGrange (retired)
Project Manager

Kristopher Martinez
Active Transportation Coordinator
Public Works Department
(760) 435 5095
krmartinez@oceansideca.org

CONTRACT AMOUNT

\$534,936

STAFFING

Kristin Haukom | Project Manager
Sam Corbett | Principal Advisor
Devan Gelle | Planner
Nora Hastings | Graphic Designer
Circulate San Diego | Outreach and Engagement

RELEVANCE

- ✓ Oceanside experience
- ✓ Public outreach + engagement
- ✓ Grant readiness
- ✓ Secured implementation funding



Laurel Elementary Safe Routes to School

OCEANSIDE, CA | 2023 - 2025

Alta supported the City of Oceanside with the design and development of plans, specifications, and estimates for improvements at Laurel Elementary School as part of the Safe Routes to School (SRTS) Plan. Improvements included a traffic circle, roundabout, ADA-compliant curb ramps, crosswalks, and a RRFB. To confirm the design met community needs, Alta implemented a demonstration project for the traffic circle, providing the public an opportunity to experience the proposed improvements and offer feedback before permanent changes were made. Alta continued to support the City throughout the design and construction process.

Between 2018 and 2021, Alta led a citywide SRTS planning effort for schools in Oceanside, which laid the foundation for this project and future SRTS efforts in the City. The Alta Team continued to support the City through educational programs to bring awareness to students and residents about safety improvements in their community.

CLIENT

City of Oceanside

CONTACT

Luis Cardenas
Associate Engineer
City of Oceanside
300 North Coast Highway,
Oceanside, CA 92054
(760) 435-3573
lcardenas@oceansideca.org

CONTRACT AMOUNT

\$302,938

STAFFING

Kristin Haukom | Project Manager
Vincent Hellens | Principal-in-Charge
Devan Gelle | Planner
Eric Purcell | Planner

RELEVANCE

- ✓ Oceanside experience
- ✓ Public outreach + engagement
- ✓ Quick build
- ✓ School safety and connectivity



Oceanside Rail Trail Completion Feasibility Study

OCEANSIDE, CA | 2023 - 2025

Alta provided planning, design, and community outreach services for the development of the Coastal Rail Trail Completion Feasibility Study with the ultimate goal of enhancing community connectivity and improving safety through community-informed solutions. The Coastal Rail Trail is a planned continuous multimodal route that runs approximately 44 miles between Oceanside and downtown San Diego. The Feasibility Study evaluated extending the southern portion of the trail and closing the nearly one-mile gap from Buccaneer Beach Park to the existing Coastal Rail Trail at the Carlsbad City border.

The existing trail was constructed in 2002 and does not meet Caltrans Class I multi-use path standards which call for all users to be able to move comfortably in both directions. Alta worked closely with the City to evaluate options for enhancing and widening the existing trail, as well as options to increase the width, capacity, and improve safety of the previously constructed segment. Alta also evaluated crossings and intersections improvements

CLIENT

City of Oceanside

CONTACT

Kristopher Martinez
Active Transportation Coordinator
Public Works Department
(760) 435 5095
krmartinez@oceansideca.org

CONTRACT AMOUNT

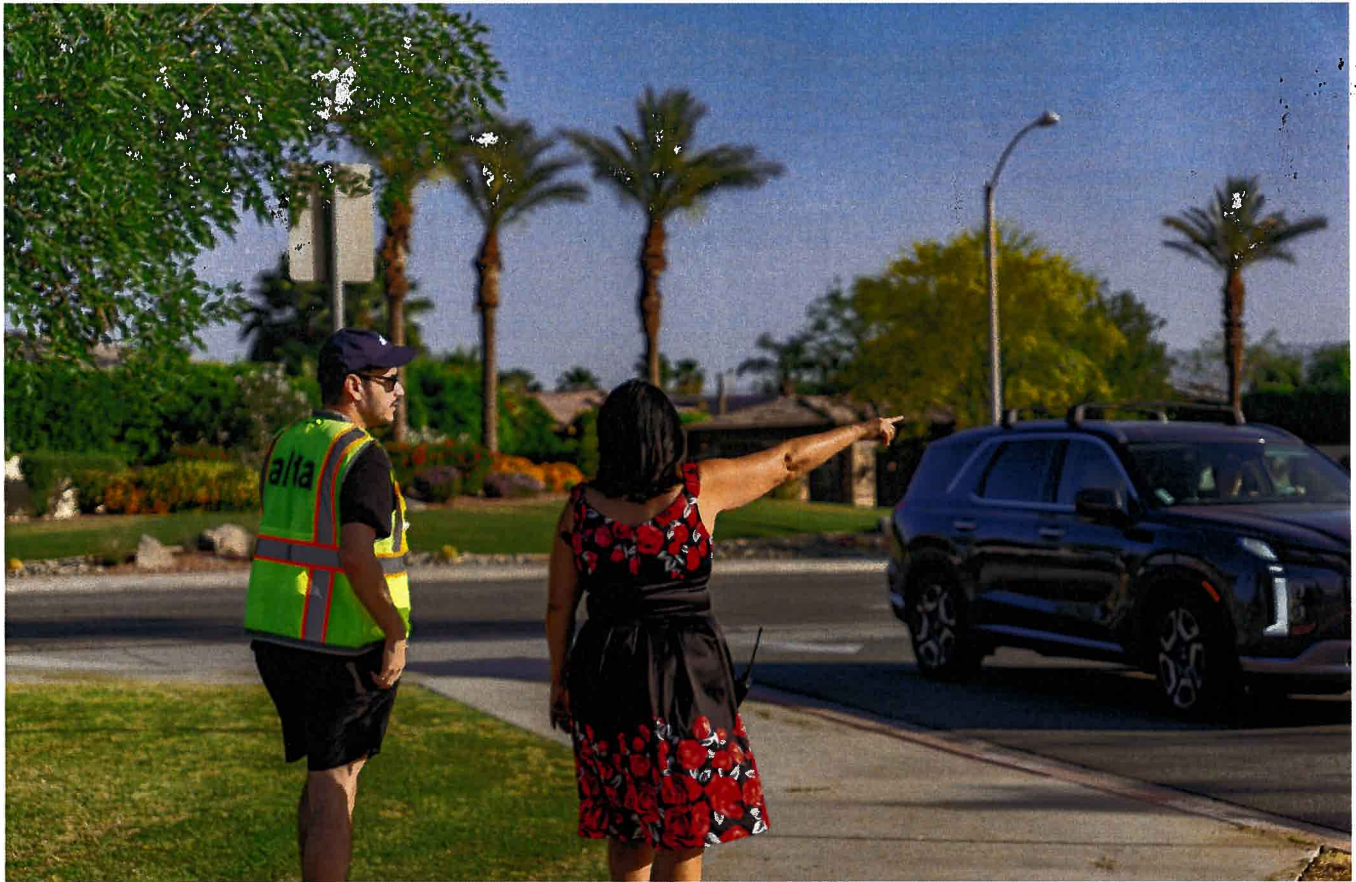
\$342,000

STAFFING

Vincent Hellens | Principal-in-Charge
Kristin Haukom | Engagement Task Lead
Carlisle Dockery | Circulate San Diego

RELEVANCE

- ✓ Oceanside experience
- ✓ Public outreach + engagement
- ✓ Project feasibility



Palm Desert Vision Zero Strategy

PALM DESERT, CA | 2024-2025

Alta developed a multi-pronged Vision Zero Strategy for the City of Palm Desert in Riverside County, California in partnership with the local public school district and a senior community center. The Strategy ultimately included recommendations for Safe Routes to School and Safe Routes for Seniors improvements while qualifying the City for Safe Streets and Roads for All (SS4A) Implementation Grants. The Alta team conducted several methods of community engagement to gather existing conditions information and incorporate local input, including virtual and in-person workshops and pop-up tabling along with safety assessments at eight local public school campuses and three senior community priority areas. Alta also supported the development of a multimedia public engagement and activation campaign that will encourage safe and active travel for all.

CLIENT

City of Palm Desert

CONTACT

Chris Gerry
Project Manager
(760) 776-6335
cgerry@palmdesert.gov

CONTRACT AMOUNT

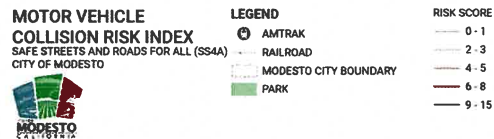
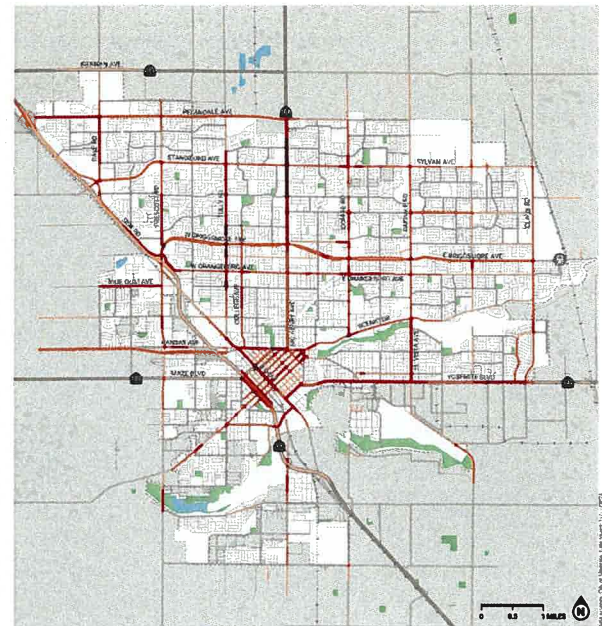
\$948,920

STAFFING

Les Brown | Project Manager
Sam Corbett | Principal-in-Charge
Kaitlin Scott | Active Transportation Lead
Kristin Haukom | SRTS Advisor
Eric Purcell | Planner
Devan Gelle | Planner
Kelly Lei | Planner

RELEVANCE

- ✓ Safe Streets for All (SS4A) Funding
- ✓ Vision Zero Marketing Campaign
- ✓ Countermeasure Recommendations
- ✓ Safety Dashboard Development
- ✓ Grant Readiness



Modesto Safety Action Plan (SS4A)

MODESTO, CA | 2024-ONGOING

Alta is developing a Comprehensive Safety Action Plan for the City of Modesto, which will serve as a foundation for achieving zero traffic deaths and severe injuries in the city. Having previously developed Modesto's Non Motorized Transportation Plan and School Safety Program Study, Alta is approaching the Comprehensive Safety Action Plan as an extension of this previous work and as an opportunity to refine recommendations and prioritize implementation. As part of this work, Alta developed a comprehensive systemic safety analysis to evaluate contextual risk factors—such as number of lanes, posted speeds, traffic volumes, intersection types, and built environment contexts—associated with severe collisions across vehicle, bicycle, and pedestrian modes. The analysis mapped crashes to roadway segments, calculated risk ratios (total proportions of EPDO weighted collisions per proportion of centerline miles for each contextual characteristic), and aggregated these measures into a network-wide risk index. Findings showed that multi-lane corridors, higher traffic volumes, streets with longer crossing spacing, and commercial zoning were associated higher risk ratios.

CLIENT

City of Modesto

CONTACT

Max Navarro
Associate Engineer
1010 10th Street
P.O. Box 642
Modesto, CA 95353
manavarro@modestogov.com
(209) 577-5280
Fax: (209) 491-5798

CONTRACT AMOUNT

\$1,003,933

STAFFING

Les Brown | Project Manager
Kelly Lei | Assistant Project Manager & GIS Lead
David Wasserman | Civic Analytics Lead
Nora Hastings | Graphic Designer

RELEVANCE

- ✓ Safe Streets for All (SS4A) funding
- ✓ Safety action plan
- ✓ Collision data analysis

Tell us about walking and biking in Orange County's unincorporated communities

Use the buttons below to provide feedback on destinations you'd like to walk or bike to, routes that function well or need improvement, and barriers to walking or biking.

Note: This map displays existing and planned facilities throughout the entire County. Facilities outside of the study areas are for reference only, to assist with identifying potential connections.

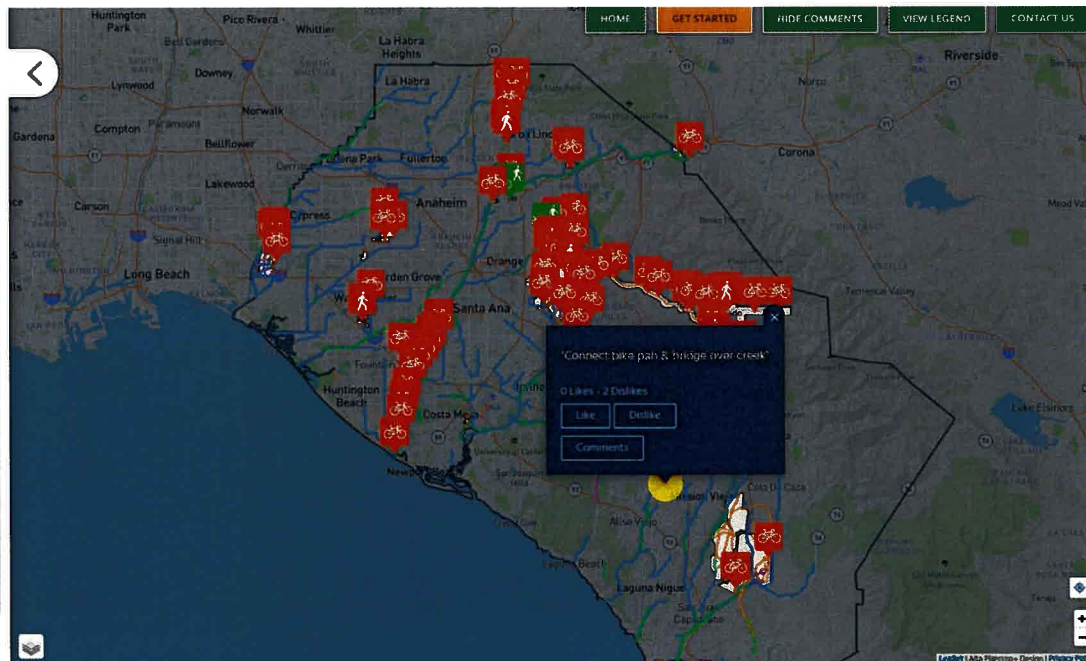
Desired bicycling route/connection

Biking facilities that need improvement

Walking facilities that need improvement

Destinations I currently or would like to access by walking or biking

Click on "Show Comments" in the upper right to see what other visitors have already suggested, and click or tap any point or route to see more details. If someone has placed a point or route that you agree with, click the "Like" button.



Orange County Active Transportation Plan

SANTA ANA, CA | 2020–2023

Alta worked with Orange County Public Works (OCPW) to develop an Active Transportation Plan (ATP) for its unincorporated communities, including regional connections via county-owned flood control channels. The plan is founded on extensive stakeholder engagement through an Advisory Committee, interactive project website, and various engagement activities. In light of COVID-19 and associated restrictions, Alta conducted distanced in-person audits of certain communities and digital Google Earth audits and provided 15 virtual walk audits (via Zoom) that allowed Alta, OCPW staff, and residents to “walk” through unincorporated communities together via Google Maps. Residents had access to a project website featuring an interactive web map on which they could make location-specific comments regarding barriers to using active transportation and opportunities for improvement and draw in preferred walking and biking routes.

Throughout the planning process, Alta led virtual community open houses and meetings and used social media to collect additional input. The final ATP includes implementable infrastructure and programmatic recommendations that support the county’s vision of improving public health, safety, neighborhood livability, economic prosperity, environmental concerns, and mobility opportunities within its unincorporated communities.

CLIENT

Orange County Public Works

CONTACT

Ariana Lopez
Active Transportation Coordinator
(714) 667-1607
Ariana.Lopez@ocpw.ocgov.com

CONTRACT AMOUNT

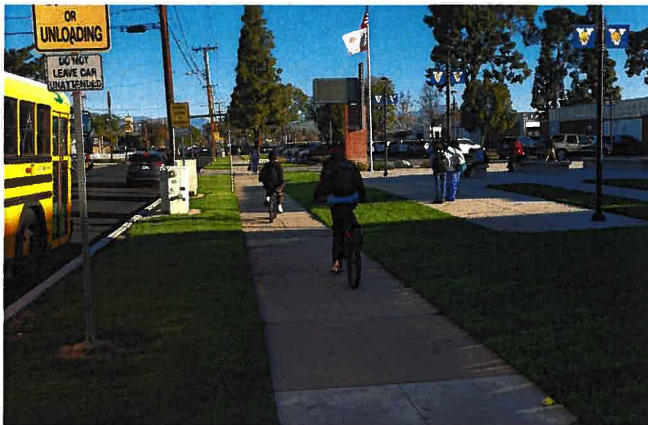
\$399,800

STAFFING

Kaitlin Scott
David Wasserman | Civic Analytics Lead
Devan Gelle | Planner
Nora Hastings | Graphic Designer

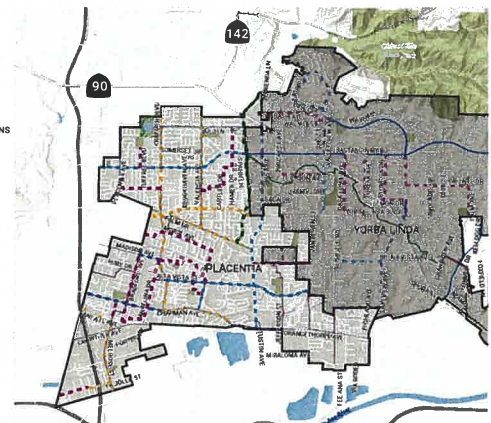
RELEVANCE

- ✓ Non-motorized transportation modes
- ✓ Virtual and in-person outreach and engagement program
- ✓ Multi-agency coordination
- ✓ Active transportation infrastructure recommendations
- ✓ Active transportation policy and program recommendations
- ✓ Countywide stakeholder outreach and engagement



PLACENTIA BICYCLE
RECOMMENDATIONS
YORBA LINDA - PLACENTIA
ACTIVE TRANSPORTATION
PLAN

- RECOMMENDATIONS
PLACENTIA BIKE RECOMMENDATIONS
- I - Shared-Use Path
 - II - Bike Lane
 - III - Buffered Bike Lane
 - III-B - Bicycle Boulevard
 - IV - Separated Bikeway
- EXISTING BICYCLE FACILITIES
- I - Shared-Use Path
 - II - Bike Lane
 - III - Bike Route
 - IV - Separated Bikeway
- BOUNDARIES
- Water
 - Parks
 - City Boundaries



Yorba Linda-Placentia Active Transportation Plan

YORBA LINDA & PLACENTIA, CA | 2023-2025

Alta developed a multi-jurisdictional Active Transportation Plan for the neighboring cities of Yorba Linda and Placentia in Orange County, California, in partnership with the local public school district. The Plan includes recommendations for pedestrian, bicycle, trail (including equestrian uses), and Safe Routes to School improvements. The Alta team conducted several methods of community engagement to gather existing conditions information and incorporate local input, including virtual and in-person workshops and pop-up tabling, interactive online mapping, a trail and street ride with local equestrian advocates, and safety assessments at all 26 public school campuses in the two cities.

Alta's technical work included a detailed existing conditions and gap analysis to identify infrastructure needs and opportunities to enhance multimodal connectivity across both cities. The team assessed key corridors, updated the cities' Trails Master Plan, and developed tailored design guidelines for pedestrian, bicycle, and equestrian infrastructure—including surface treatments, signage, and intersection enhancements. To support implementation, Alta prepared a phased and prioritized capital improvement plan aligned with potential funding sources and developed a cost-sharing framework to facilitate cross-jurisdictional collaboration. The plan not only strengthens local access and regional trail linkages but also exemplifies Alta's ability to deliver actionable, community-informed strategies that integrate safety, equity, and connectivity across municipal boundaries. The plan was adopted by City Council in January 2025

CLIENT

City of Yorba Linda

CLIENT CONTACT

Tony L. Wang, PE, TE, PTOE
Traffic Engineering Manager
(714) 961-7184
twang@yorbalingca.gov

CONTRACT AMOUNT

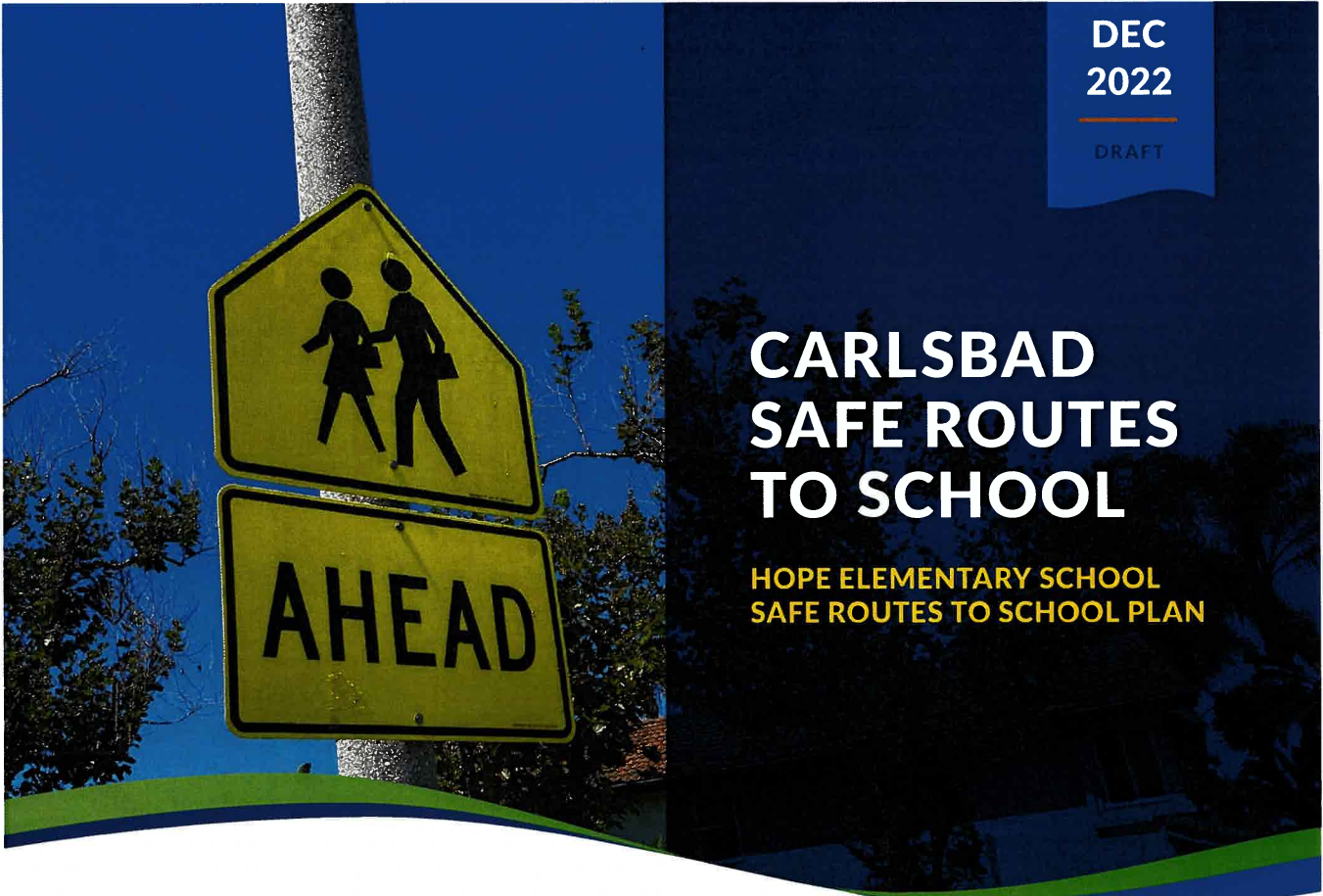
\$391,023

STAFFING

Les Brown | Project Manager
Devan Gelle | Assistant Project Manager
Kelly Lei | Active Transportation Lead
Eric Purcell | Planner

RELEVANCE

- ✓ Active Transportation Planning
- ✓ Community Engagement



Carlsbad Safe Routes to School Plan

CARLSBAD, CA | 2022-2023

Alta led the Safe Routes to School Plan for Hope Elementary School. This work culminated in recommendations that were the result of reviewing walking and biking conditions, listening to concerns and opportunities from school, school district, and community stakeholders, and using professional judgment. The recommendations included conceptual designs and educational opportunities for Hope Elementary School.

CLIENT

City of Carlsbad

CONTACT

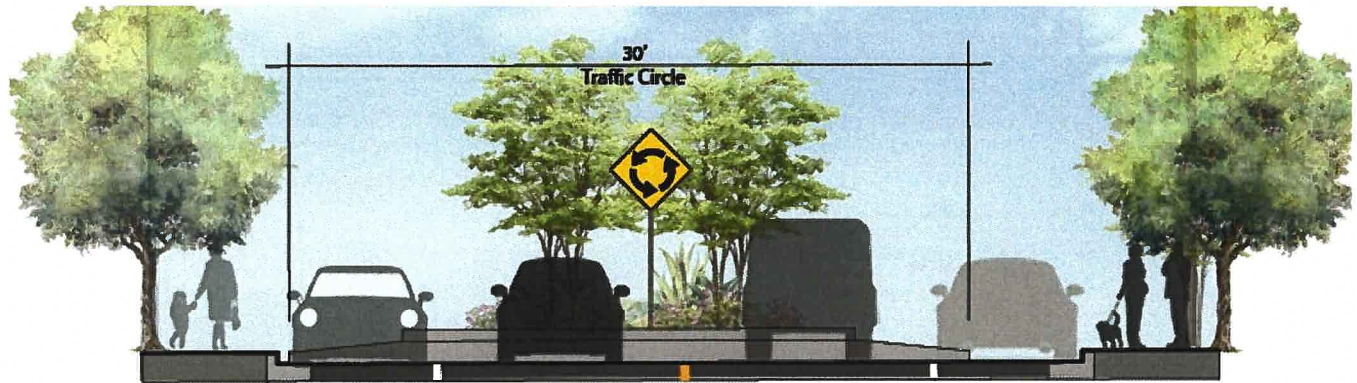
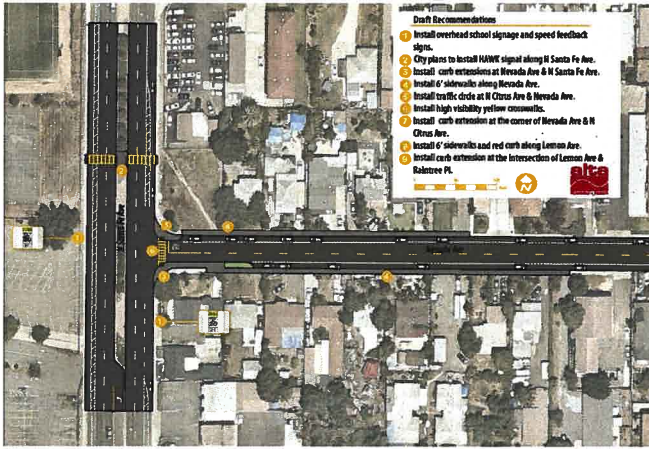
Nathan Schmidt
Transportation Planning
and Mobility Manager
(442) 339-2734
nathan.schmidt@carlsbadca.gov

CONTRACT AMOUNT

\$33,000

STAFFING

Kristin Haukom | Project Manager
Vincent Hellens | Principal
Devan Gelle | Planner



Healthy Cities, Healthy Residents Technical Assistance

SAN DIEGO, CA | 2022 (PHASE 1); PHASE 2023-2025

Alta provided active transportation and active living technical assistance to the Vista Community Clinic, the Healthy Vista Coalition and the City of Vista. Through this work, Alta supported numerous community led walk audits and developed active transportation improvement plans for several corridors in Escondido, Oceanside, and Vista, all located in San Diego County. In addition, Alta provided technical assistance to the broader San Diego County community through grant writing, presentations, and technical reports.

CLIENT

San Diego County Healthy and Human Services Agency

CONTACT

Alondra Estrada-Lam, MPH
Community Health Promotion Specialist II
Chronic Disease and Health Equity
Unit Maternal, Child and Family Health Services
(619) 458-1091 (cell)
alondra.estrada@sdcounty.ca.gov

CONTRACT AMOUNT

\$246,000 (Phase 1)

\$240,000 (Phase 2)

STAFFING

Kristin Haukom | Project Manager
Eric Purcell | Lead Planner
Kaitlin Scott | Lead Grant Writer
Devan Gelle | Planner
Kelly Lei | Planner

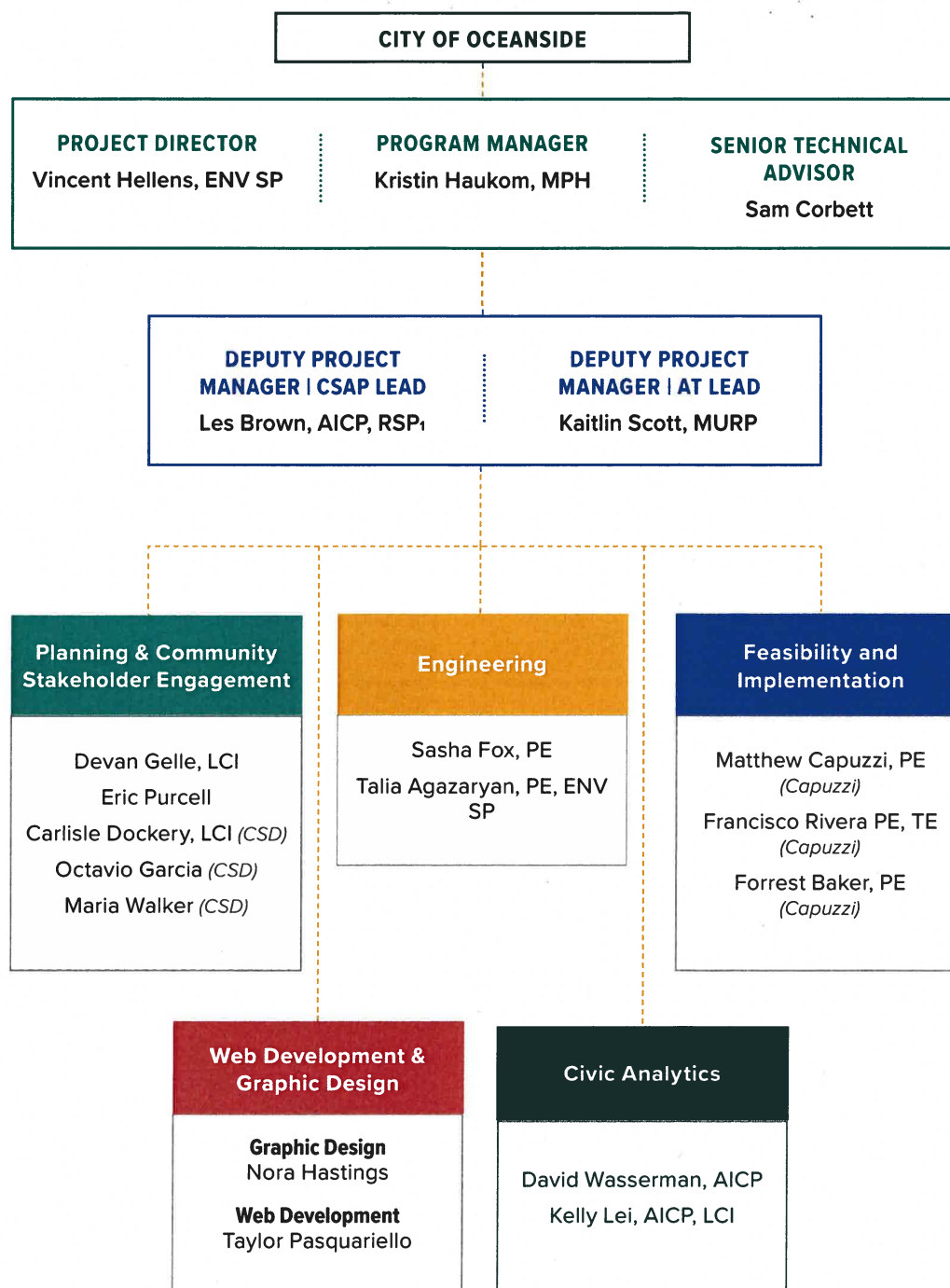
RELEVANCE

- ✓ Community led walk audits
- ✓ Active transportation improvement plans
- ✓ Grant writing

Key Personnel and Responsibilities

TEAM MEMBERS	DESCRIPTION OF RESPONSIBILITIES
Kristin Haukom, MPH	Program Manager Kristin will coordinate the Alta team and will be the main and single point of contact for the City. She will be responsible for all activities associated with both projects, with full responsibility for project delivery.
Vincent Hellens	Project Director This role reports to both the City and Alta corporate management. As the Principal-in-Charge, Vincent's responsibility for this contract is to see that our Project Manager and team are bringing the best ideas forward, performing to the City's satisfaction, and that the resources needed are available to meet your requirements.
Les Brown, AICP, RSP	Deputy Project Manager Comprehensive Safety Action Plan Lead Les will assist Kristin with project management tasks for the Comprehensive Safety Action Plan phase of the project, including leading production tasks, participating in outreach, and joining client-facing meetings on an as-needed basis.
Kaitlin Scott	Deputy Project Manager Active Transportation Plan Lead Kaitlin will assist Kristin with project management tasks for the Active Transportation Plan phase of the project, including leading production tasks, participating in outreach, and joining client-facing meetings on an as-needed basis.
Sam Corbett	Senior Technical Advisor Sam will use his 27 years of experience as a transportation planner and manager to advise the project team on key project deliverables, provide strategic guidance throughout the project and will assist with all quality control and assurance.
Sasha Fox, PE	Lead Engineer Sasha is a licensed Civil Engineer in California and will provide conceptual engineering design oversight.
David Wasserman, AICP	Civic Analytics Leader David is Alta's national Civic Analytics Leader. He will manage safety analytics and mapping for the projects.
Nora Hastings	Graphic Design Nora will lead graphic design tasks and deliverables.
Matthew Capuzzi, PE	Feasibility and Implementation Lead Matt will co-lead project identification, prioritization, and cost estimation.
Carlisle Dockery, LCI	Outreach Lead Carlisle and Circulate San Diego will lead outreach and engagement for both the Comprehensive safety Action Plan and the Active Transportation.

Organizational Chart



Program Manager Spotlight

Kristin Haukom will serve as Alta's Program Manager responsible for meeting day-to-day project needs and collaborating with City staff and project stakeholders to facilitate appropriate task progress. She will be responsible for maintaining the project budget and schedule for both projects, defining project context and goals, establishing clear scopes and project parameters, assigning relevant responsibilities to team members, maintaining clear communication channels, establishing a detailed work plan and timeline with milestones, and outlining risk-management strategies for addressing unforeseen challenges and unexpected tasks.

Key PM Responsibilities

As Program Manager, Kristin will be responsible for the following key functions:

- Create opportunity to bring added value to the project, including time and cost-savings, report project schedule and progress to the City.
 - Coordinate with task leaders to ensure consistency, quality and uniformity of all common work, and regularly oversee the work of task leaders
 - Attend and facilitate City coordination meeting and as needed agency coordination meetings
 - Participate in community outreach events
 - Resolve internal/external conflicts in a timely manner
 - Track project risks and mitigations
-

Kristin brings more than 20 years of project management and active transportation planning and program implementation experience to this project. Her experience includes managing 10 projects for the City of Oceanside over the past 8 years and helping Oceanside secure nearly \$3,000,000 in funding. This will be one of a limited number of projects that Kristin will manage in the years ahead, and it will receive her utmost attention.



"Kristin continues to be a reliable partner in promoting safe and active communities. Her leadership on the Healthy Cities, Healthy Residents Program helped the County of San Diego advance community level active living policies and plans in a meaningful way."

— HUGO SALGADO

County of San Diego Land Use/Environmental Planner



Kristin Haukom, MPH

Program Manager

YEARS OF EXPERIENCE

23 years

EDUCATION

MPH, Health Promotion, San Diego State University

BS, Microbiology, California Polytechnic State University San Luis Obispo

AREAS OF EXPERTISE

Safe Routes to School planning

School crossing guard training + assessment

Active transportation planning

Community outreach

PROFESSIONAL HIGHLIGHTS

Safe Routes to School National Course Instructor

Child Passenger Safety Technician

Kristin has more than 23 years of experience in Safe Routes to School and active transportation planning, policy, program design, and implementation. She has experience working with diverse stakeholders at local, regional, state, and national levels. Prior to joining Alta, Kristin worked as the Southern California Safe Routes to School Regional Coordinator at the California Department of Public Health and then as the Southern California Active Transportation Regional Coordinator. Through this work, she developed her expertise in Safe Routes to School and active transportation planning. Kristin currently serves as the Co-Chair for the San Diego County Childhood Obesity Initiative, Government Domain, where she uses her expertise to improve safe active transportation for children and their families. With her public health background, Kristin brings a unique perspective to her outreach work. She prioritizes outreach activities that meaningfully engage with a breadth of community stakeholders, including those who are typically difficult to reach, so that outreach reflects community needs, opportunities, and benefits such as improved health, wellness, and mobility.

Relevant Experience

Oceanside Safe Routes to School Plan, CA

Kristin served as Project Manager for a citywide SRTS planning effort that supports walking and bicycling as convenient, comfortable, and safe transportation options. This effort focused on students at Oceanside public schools, including all 23 Oceanside Unified School District schools and eight Vista Unified School District schools. The final SRTS Plan was the result of a robust analysis of infrastructure surrounding each school, a review of existing policies and programs, and extensive stakeholder engagement.

CalFresh Healthy Cities, Healthy Residents Technical Assistance Program, San Diego County, CA

Kristin was Project Manager of Alta's efforts to provide active transportation and active living technical assistance to the Vista Community Clinic, the Healthy Vista Coalition, the Healthy Oceanside Coalition. Kristin oversaw and guided all elements of this work, including numerous community led walk audits and the development of active transportation improvement plans for several corridors, including Oceanside. Alta also provided technical assistance to the broader San Diego County community through grant writing, presentations, and technical reports.

Oceanside Coastal Rail Trail Feasibility Study, CA

Kristin served as the Outreach and Engagement Lead for the City of Oceanside's Coastal Rail Trail Feasibility project. She was also the Lead Author that secured the funding for the project from the Caltrans Sustainable Transportation Planning Grants program. The Coastal Rail Trail, once complete, will create a continuous multimodal route that runs approximately 44 miles between Oceanside and downtown San Diego.



Vincent Hellens, Jr., ENV SP

Project Director

YEARS OF EXPERIENCE

19 years

EDUCATION

BS, Civil Engineering, Alabama Agricultural and Mechanical University

AREAS OF EXPERTISE

Pedestrian ADA accessibility design
Complete Streets design
Program Management
Class I, II, III, and IV Bike Facilities

REGISTRATIONS

ENV SP, Envision Sustainable Professional

PROFESSIONAL HIGHLIGHTS

APWA: 2024 SoCal Chapter President/Board Member

Vincent has over 19 years of experience managing and designing large and small public works infrastructure projects from planning and design through construction. His project management approach involves focusing on the needs of his clients while staying flexible and adaptable through the life of the project. He has delivered active transportation projects including pedestrian ADA improvements, Complete Streets, Class IV bikeways, trails, and roadway rehabilitations. Vincent's relationship-driven leadership style has resulted in cohesive, goal-oriented teams that create positive results across a variety of situations. In addition, Vincent is responsive and maintains an open line of communication with his clients which allows him to report progress, identify problems, assign priorities, receive feedback, and document progress. He delivers projects by providing purpose, clear direction, and motivation to the project team.

Relevant Experience

Laurel Elementary SRTS Design, Oceanside, CA

As Principal-in-Charge, Vincent oversaw SRTS improvements near Laurel Elementary School that included curb ramp upgrades, sidewalk gap closures, RRFBs, high visibility crosswalks, and two neighborhood traffic circles.

South Higuera Complete Streets and Neighborhood Greenway, San Luis Obispo, CA

As Principal-in-Charge, Vincent oversees the design and implementation of quick-build infrastructure improvements, including a separated bikeway, along Higuera Street. After helping the City secure grant funding, he helped take concepts to final design and is now developing PS&E for improvements. This Complete Streets project includes 4.6 miles of protected bike lanes, buffered bike lanes, various intersection improvements, a HAWK beacon, RRFB, curb ramp upgrades, neighborhood traffic circles, and a pedestrian plaza.

OC Connect Shared Use Path, Orange County, CA

Vincent is serving as Project Manager for this project to help the Orange County Transportation Authority (OCTA) deliver preliminary engineering and environmental services for the OC Connect Shared Use Path. The project team includes environmental, engineering, design, and outreach experts. The project will close the gap between Garden Grove and Santa Ana with a world-class multi-use trail to improve safety, comfort, and user experience for people walking, biking, and rolling. This phase of the project includes 30% design plans, environmental clearance for CEQA and NEPA, and extensive public outreach.

Atwood Multi-Purpose Trail, Placentia, CA

As Principal-in-Charge, Vincent led the Project Approval and Environmental Documentation phase. The multi-use trail will not only close gaps in Placentia's active transportation network, but will provide connection to the City of Anaheim's Class II bike facilities. Vincent facilitated outreach and stakeholder coordination, managed the budget and design team, and coordinated with the environmental subconsultant and Caltrans Local Assistance. Alta is currently assisting the city on the PS&E phase of the project.



Les Brown, AICP, RSP1

Deputy Project Manager | Safety Action Plan Lead

YEARS OF EXPERIENCE

17 years

EDUCATION

MURP, University of Florida

BA, University of California, Santa Barbara

Graduate Geographic Information Systems Certificate for Urban and Regional Planners, University of Florida

AREAS OF EXPERTISE

Bicycle and Pedestrian Safety

Active Transportation

Transportation planning and performance

Transportation demand management

Equity and inclusion

Analytics

Grants management

Program implementation

REGISTRATIONS

American Institute of Certified Planners (AICP), #33004

Road Safety Professional ® (Level 1), #1,192

Association of Pedestrian and Bicycle Professionals

Les Brown, AICP is a certified planner with over 17 years in the multimodal transportation and community development fields. His work focuses on developing safe, complete, and comfortable multimodal transportation networks that are grounded in community input and informed by rigorous analysis. He has successfully managed large-scale projects and teams for clients at multiple level of government and provided strategic, technical, and task management support for projects of national significance. He has also developed impactful planning studies and active transportation safety resources for state and regional clients and supported adoption of transformative bikeshare and Vision Zero policies. Additionally, he has developed federal guidance on topics including transportation equity and meaningful public involvement. Les has dedicated his career to advancing safe, sustainable, and efficient multimodal transportation systems for all.

Relevant Experience

Palm Desert Vision Zero Strategy, CA

As Project Manager, Les is leading the development and delivery of a comprehensive Vision Zero Strategy ("Strategy") for the City of Palm Desert, CA. The Strategy will include a Safe Routes to School Plan, Safe Routes for Seniors Plan, Vision Zero marketing campaign, capital project recommendations, and a dashboard and monitoring tool to track progress. The project will position Palm Desert to win substantial Safe Streets for All (SS4A) Implementation Grant funding while promoting a shift in safety culture and an embrace of active travel.

Modesto Safe Streets and Roads for All (SS4A) Action Plan, CA

As Project Manager, Les is leading the development of a Comprehensive Safety Action Plan (CSAP) for the City of Modesto. The project will include a suite of equity-focused community and stakeholder engagement activities to identify needs and concerns, development of a collision analysis and high injury networks that identifies spot and systemic safety considerations, a set of recommendations supplemented by design concepts, cost estimates, and countermeasure applications to strengthen grant competitiveness, a data-driven program evaluation framework, and a web-based Story Map to easily share findings and recommendations with decision makers and the public. The CSAP will position Modesto to win grant funding from state and federal sources and implement transformative safety improvements.

Yorba Linda-Placentia Active Transportation Plan

As Project Manager, Les led the development of a multi-jurisdictional Active Transportation Plan for the neighboring cities of Yorba Linda and Placentia in partnership with the local public school district. The Plan includes grant-ready recommendations for pedestrian, bicycle, trail (including equestrian uses), and Safe Routes to School improvements to improve active transportation infrastructure in the Cities and region.



Kaitlin Scott

Deputy Project Manager | Active Transportation Plan Lead

YEARS OF EXPERIENCE

11 years

EDUCATION

MURP, University of California, Los Angeles

BA, Environmental Studies, University of California, Santa Cruz

AREAS OF EXPERTISE

Active transportation
Bicycle and pedestrian safety
Equity and inclusion
Participatory public engagement
Grant writing
Program implementation

PROFESSIONAL HIGHLIGHTS

"The Santa Monica Active Aging Pilot Program" Presentation, APA California Conference, September 2024

"The Santa Monica Active Aging Pilot Program" Presentation, California Bicycle Summit, April 2024

"Older Adult Active Mobility Safety" Presentation, Caltrans Active Transportation Resource Center, October, 2023

"Planning for Success Inclusive Engagement in Diverse Communities" Presentation, National Safe Routes to School Conference, November, 2019

PROFESSIONAL AFFILIATIONS

WTS International, Los Angeles Chapter

Los Angeles Walks, Former Board Member

Kaitlin has 11 years of multimodal transportation planning and programs experience. In addition to overall active transportation expertise, she specializes in pedestrian planning, Safe Routes for Seniors, grant writing, and implementing innovative public engagement strategies. Kaitlin works across southern California, where she was born and raised, to develop community-supported projects through inclusive planning processes. As a project manager, she excels at strong communication, interagency collaboration, and building consensus across diverse stakeholder groups. Kaitlin has managed and acted as planning lead on several local and regional active transportation projects, including Step by Step: Pedestrian Plans for Los Angeles County Unincorporated Communities, LADOT's Vision Zero Design and Community Outreach Support and Play Streets program, and most recently, an AHSC application in coordination with Council Districts 1 and 14.

Relevant Experience

Lennox Community Pedestrian Plan, Los Angeles County, CA

Alta is continuing their work with LA County Department of Public Health and Public Works to develop a community-driven pedestrian plan for the unincorporated community of Lennox. As Project Manager, Kaitlin is overseeing all work including the development of pedestrian infrastructure recommendations that focus on safety and increased connectivity and access to key community destinations. The project also includes detailed, grant-ready project concept designs for the highest priority projects, as well as a robust community engagement strategy that centers on community walks, interactive workshops, and demonstration events.

Orange County Public Works (OCPW), Active Transportation Plan, CA

Alta worked with OCPW to develop an Active Transportation Plan for its unincorporated communities, including regional connections via county-owned flood control channels. Kaitlin served as Lead Planner and developed recommended policies and performance measures, and led community walk-audits and workshops.

SCAG Disadvantaged Communities Planning Initiative, CA

As the lead consultant on this region-wide initiative, Alta created a toolkit of resources and templates to assist disadvantaged communities in the development of active transportation plans and grant funding applications. Kaitlin led the development of Active Transportation Plans for the cities of Stanton and Santa Fe Springs. She worked closely with each City's Community Advisory Committee to identify existing conditions and community-supported infrastructure recommendations. This two-year effort engaged more than 3,000 community members across 77 events, resulting in recommendations for more than 317 miles of improvements were made for walking and biking in seven SCAG cities. Kaitlin has also worked with the City to design a Class IV separated bikeway and various pedestrian facilities proposed in the plan.



Sam Corbett

Senior Technical Advisor

YEARS AT ALTA

9 years

YEARS OF EXPERIENCE

27 years

EDUCATION

Master of City Planning,
University of California,
Berkeley

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

AREAS OF EXPERTISE

Project management

Quality control

Bicycle and pedestrian
planning and design

PROFESSIONAL HIGHLIGHTS

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

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

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

Sam has 27 years of experience as a transportation planner and manager, specializing in transit planning, transportation demand management, transportation system improvements, survey design and analysis, implementation and evaluation techniques, and public engagement and communication strategies. Sam believes strongly in taking a client-oriented approach to his work and is honored to have received the 2017 Client's Choice Award for being the Most Client Focused Consulting Engineer in Australia/New Zealand as independently researched by Beaton Consulting Group. Sam brings strong transportation planning skills to all his projects, developed from working in both the public and private sector. Throughout his career, Sam has led numerous high performing teams to deliver exceptional results on projects related to improving transportation systems in highly complex and constrained urban environments.

Relevant Experience

Oceanside Safe Routes to School, CA

Alta led a citywide Safe Routes to School (SRTS) planning effort that supported walking and bicycling as convenient, comfortable, and safe transportation options for students at public schools located in Oceanside, including all twenty-three (23) Oceanside Unified School District schools and eight (8) Vista Unified School District schools. The final SRTS Plan included a robust analysis of infrastructure surrounding each school, a review of existing policies and programs, and extensive stakeholder engagement with the ultimate goal of creating a healthier, safer, and more vibrant Oceanside. Sam served as Principal Advisor.

Palm Desert Vision Zero Strategy, CA

Alta is developing a multi-pronged Vision Zero Strategy for the City of Palm Desert in partnership with the local public school district and a senior community center. The Strategy will ultimately include recommendations for Safe Routes to School and Safe Routes for Seniors improvements while qualifying the City for Safe Streets and Roads for All (SS4A) Implementation Grants. Sam is serving as Principal-in-Charge.

Carson Active Transportation & Community Connectivity Plan, CA

Alta is working with the City of Carson to prepare a CATCP in accordance with the Sustainable Communities Grants Restricted Grant Agreement between Caltrans and the City of Carson. Through this project, the City is aiming to identify potential active transportation projects. Sam is serving as Principal-in-Charge.

Ventura Active Transportation Plan, CA

Alta prepared an Active Transportation Plan (ATP) that included project and policy recommendations for improving active transportation conditions in Ventura County. The ATP prioritized bicycle and pedestrian projects including SRTS, first/last mile, and complete streets recommendations. To develop the projects and prioritization, Alta conducted a critical outreach and engagement program which included the development of a technical advisory committee, community advisory committees, pop-up events, traditional workshops, community meeting, and small demonstration events. Sam served as Principal-in-Charge.



Sasha Fox, PE

Engineering Lead

YEARS OF EXPERIENCE

11 years

EDUCATION

BS, Civil Engineering, California Polytechnic University, Pomona

AREAS OF EXPERTISE

Project Management/ Project Delivery

Quality Assurance/Quality Control (QAQC)

Roadway Design

Pedestrian Accessibility (ADA) Design

Complete Streets

Transportation Mobility Hubs

Feasibility Studies, PA/ED, and PS&E

Roadway Construction

Class I, II, III, IV Bike Facilities

Inter-Department Coordination

Geometric Design

Protected Intersections

REGISTRATIONS

Professional Engineer:
CA (#C91500)

Women in Transportation,
Orange County Chapter

Sasha is a licensed Civil Engineer in California with a decade of experience in transportation projects. She has successfully delivered projects in roadway rehabilitation and improvements, pedestrian accessibility (ADA) improvements, new and improved transportation hubs, railroad crossings, and Complete Streets design. Her expertise ranges from Feasibility Study, Preliminary Analysis Environmental Design through Final Design and Construction. With experience in design and construction, Sasha brings a proactive and responsive approach to effectively maintain an open line of communication with her clients and teams. Sasha's leadership style fosters a collaborative environment that identifies critical project needs and supports her clients to achieve their project goals.

Relevant Experience

Palm Desert Vision Zero Strategy, CA

Alta is developing a multi-pronged Vision Zero Strategy for the City of Palm Desert in partnership with the local public school district and a senior community center. The Strategy will ultimately include recommendations for Safe Routes to School and Safe Routes for Seniors improvements while qualifying the City for SS4A Implementation Grants. As a Project Engineer, Sasha supported on feasibility analysis and cost estimate confirmation.

Oceanside Grade Crossing Safety Improvement Project, CA*

Sasha and her team supported planning efforts with engineering level Rough Order of Magnitude (ROM) cost estimates and early feasibility analysis of proposed improvements. Sasha and her team's cost estimates utilized local and most recent data, thus setting the City up for success in financial responsibility of the projects.

People Movement Project, Glendora, CA

As Project Manager, Sasha is leading the team through the final design for this project, which is part of the City of Glendora Sustainable Multimodal Improvement Project (SMIP) Phase 1 (contracted through the San Gabriel Valley Council of Governments). This phase is comprised of three projects: Glendora Avenue Class I/IV improvements, protected intersection, and roundabout improvements; Little Dalton Wash Trail; and Foothill Boulevard Class IV improvements. Together, these projects will deliver key first/last mile connectivity improvements to the Metro A Line and fully develop the Glendora Urban Trail System. The Glendora Avenue project requires the construction of a half mile of raised Class IV protected bikeway and pedestrian improvements. The Little Dalton Wash project consists of 1.7 miles of Class I bicycle and pedestrian facilities to provide connectivity between the Colby Trail and Finkbiner Park. The design includes intersection crossing improvements, an on-street Class III bike route due to tight right-of-way constraints, native landscaping, and park amenities. Sasha is supporting the City in developing the 30% submittal, NEPA clearance, community outreach, and stakeholder coordination.



David Wasserman, AICP

Civic Analytics Leader

YEARS OF EXPERIENCE

12 years

EDUCATION

MURP, University of Florida,
Gainesville

BS, Sustainability in the Built
Environment, University of
Florida, Gainesville

AREAS OF EXPERTISE

Data analytics and visualization
Scenario planning & analysis
Performance measures &
planning metrics
Geospatial analytics
Accessibility analytics
Multimodal planning
Transit planning
Safety analysis
GeoAI & AI in Planning

REGISTRATIONS

American Institute of Certified
Planners, AICP (#030695)

PROFESSIONAL HIGHLIGHTS

APA Foresight Committee on
AI – Contributor

APA Technology Division –
Vice Chair

Green Building Learning
Collaborative – University
of Florida Geodesign Board
Member

Author of PAS Memo 111 on
Artificial Intelligence & Planning
Practice – 2022

Author of **The Art of Learning
by Example** in APA Planning
Magazine – 2020

APA Transportation Division
– Member

APA Washington Chapter

David is Alta's national Civic Analytics Leader. He applies scientific computing, spatial analysis, and scenario-focused storytelling to the development of effective and community-centered transportation planning solutions. David advises and works on multimodal transportation plans, bicycle master plans, systemic safety studies, python tool and web applications, advanced data visualizations, parking studies, direct ridership models, and station area plans. His current areas of focus include enabling data-informed scenario planning, identifying how to align community goals to metrics, and generating accessibility metrics that can assess the impacts of projects and who they benefit.

Relevant Experience

Yuba Sutter Regional Safety Action Plan, CA

Alta led detailed equity evaluation of both socially vulnerable communities and their travel patterns. David acted as the Civic Analytics Lead for the advanced equity analysis and the resulting infographic sets. This analysis featured a disaggregated analysis of underserved groups using Census Data, CalEnviroScreen, and Caltrans Social Equity Index datasets. Further, Alta utilized Replica Places data to identify network segments with high levels of travel by socially vulnerable populations, providing insights into where underserved groups live and travel daily. These infographics were complemented by a "Day in the Life" narrative that used sample household profiles from Replica's synthetic populations to explore the possible barriers these populations might face in daily life based on their backgrounds and relationships to infrastructure such as freeways or similar barriers to active travel.

Modesto Safe Streets and Roads for All (SS4A) Action Plan, CA

During the Modesto Safe Streets for All Action Plan, David led the development of a proactive safety analysis that identifies and evaluates critical risk factors using existing travel network data, such as lane counts, posted speeds, bicycle facility types, transit stop locations, intersection controls, and other roadway characteristics. This analysis featured an innovative risk factor heat map, which leveraged either relative crash intensities tabulations and a risk point system to pinpoint potential high-severity crash locations. David also advised on other aspects of the safety analysis conducted by Fehr & Peers to ensure seamless coordination and a robust safety analysis for the City of Modesto. David guided efforts to tailor the analysis to the local context, effectively illuminating crash patterns and prioritizing interventions that reduce impact energies and enhance safety for all travel modes within Modesto.

Oceanside Rail Trail Completion Feasibility Study, CA

David advised on a network analysis evaluation for the Oceanside Rail to Trail project that was used to estimate the possible increase in access to destinations attributable to the trail. He advised on the approach based on trail characteristics and a level of traffic stress evaluation of the neighboring network.



Kelly Lei, LCI

GIS Lead

YEARS AT ALTA

3 years

YEARS OF EXPERIENCE

10 years

EDUCATION

MS, Geographic Information Science, California State University Northridge

MURP, University of California Irvine, 2020

BS, Urban Planning National Cheng Kung University, Taiwan

AREAS OF EXPERTISE

City planning

GIS, spatial analysis

Cartography

REGISTRATIONS

League Cycling Instructor, League of American Bicyclists (#7077)

LANGUAGES SPOKEN

English

Chinese - Mandarin

Kelly is a Planner who is passionate about creating safe and comfortable routes that connect pedestrians, cyclists, and transit users to their destinations. Her recent work includes working closely with project teams to organize safety-focused programs and activities for seniors, creating educational curriculum for active transportation safety tips, and communicating with local residents to share information and gather feedback for program evaluation. Kelly also works on various spatial analysis tasks that require data gathering, Level of Traffic Stress (LTS) analysis, and project prioritization analysis. Through her work, Kelly has raised community members' awareness of the benefits of active transportation. Kelly is inspired by seeing programs encourage people to utilize active transportation options to get around in their day-to-day life.

Relevant Experience

Modesto Safe Streets and Roads for All (SS4A) Action Plan, CA

Alta is developing a Comprehensive Safety Action Plan for the City of Modesto, which will serve as a foundation for achieving zero traffic deaths and severe injuries in the city. Having previously developed Modesto's Non Motorized Transportation Plan and School Safety Program Study, Alta is approaching the Comprehensive Safety Action Plan as an extension of this previous work and as an opportunity to refine recommendations and prioritize implementation. Kelly is serving as Assistant Project Manager and GIS Lead for this effort.

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

Alta led the development of an Active Transportation Plan for the cities of Yorba Linda and Placentia, with Kelly playing a key role in the SRTS component. Her specific responsibilities included outreach to 28 schools, scheduling and conducting walk audits, and writing the corresponding walk audit report. Kelly served as a Planner on the responsible for creating basemaps, developing bike recommendations through network analysis, and assisting in the preparation of the final plan.

Orange County Active Transportation Plan, CA

Alta led the development of an Active Transportation Plan for Orange County's unincorporated communities. As the first ATP for the County, this Plan induced a significant baselining effort, evaluated existing facilities, collisions, active trip potential analysis, community engagement, and project prioritization. Top ranked projects are developed into concept plans for future grant applications and implementation. Kelly led the project prioritization process.

Ventura Active Transportation Plan, CA

Alta is led a countywide Active Transportation Plan for the County of Ventura that included project and policy recommendations to improve active transportation conditions. It will feature the prioritization of bicycle and pedestrian projects including, Safe Routes to School, first/last mile and complete streets recommendations. Kelly is responsible for making responding changes to bikeway/pedestrian/SRTS recommendations from the county, analyzing public outreach data from surveys and public input maps, and writing final reports.



Devan Gelle, LCI

Planning Support

YEARS OF EXPERIENCE

6 years

EDUCATION

MA, History, University of New Orleans

BA, History, Baldwin Wallace University

AREAS OF EXPERTISE

Bicycle and pedestrian planning
Community engagement
Project coordination
Report/memo writing

REGISTRATIONS

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

PROFESSIONAL HIGHLIGHTS

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

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

Relevant Experience

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

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

Oceanside Safe Routes to School Plan, CA

Alta led a citywide SRTS planning effort that supported walking and bicycling as convenient, comfortable, and safe transportation options. This effort focused on students at Oceanside public schools, including all 23 Oceanside Unified School District schools and eight Vista Unified School District schools. The final SRTS Plan was the result of a robust analysis of infrastructure surrounding each school, a review of existing policies and programs, and extensive stakeholder engagement. Devan served as a Planner on the project.

Orange County Active Transportation Plan, CA

Alta worked with Orange County Public Works (OCPW) to develop an Active Transportation Plan for its unincorporated communities, including regional connections via County-owned flood control channels. The final plan includes implementable infrastructure and programmatic recommendations. Devan worked as a planner to study the existing conditions and needs of each community and made pedestrian and bicycle recommendations focusing on connections to existing infrastructure. Devan also wrote the final Plan and arranged the document to be read as 28 mini-plans for each of the communities.

Palm Desert SS4A Grant Support, CA

Devan led the development and writing of the Palm Desert SS4A Implementation Grant. Devan strategically selected projects for the grant from the SS4A Action Plan that were likely to score the most favorably for implementation. Devan also identified demonstration opportunities to install projects in the short-term to provide immediate safety benefits to the community. Devan also helped in facilitating additional safety analyses conducted as a part of the grant writing process to support the grant's safety goals and illustrate the benefits of funding the requested improvements.



Eric Purcell

Planning Support

YEARS OF EXPERIENCE

9 years

EDUCATION

MUP, City/Urban, Community, and Regional Planning, University of Southern California

MHC, Heritage Conservation, University of Southern California

BA, Political Science, University of California, San Diego

AREAS OF EXPERTISE

Education/Curriculum Development

Encouragement/Outreach

Environmental Review

Land Use Planning

Safe Routes to School

Transit

Zoning and Policies

LANGUAGES SPOKEN

English

Spanish

Eric is a multi-faceted Urban Planner with keen interests in active transportation, sustainability, and mapping. His expertise lies in urban research and analysis, community engagement, and geographic information systems (GIS), and he commands professional working proficiency of the Spanish language. Eric is passionate about social justice and equity, and works to be an active community member no matter his home address. Eric believes strong urban policy is a key component of livable cities and reorienting communities away from auto dependence. His experience living abroad in a small yet thriving community demonstrated that nearly any city can support a high quality of life through good urban and transportation policy.

Relevant Experience

Yorba Linda and Placentia Active Transportation Plan, CA

Alta developed the Yorba Linda - Placentia Active Transportation Plan, a community-supported, implementable plan that will bring safety and connectivity to communities in the cities of Yorba Linda and Placentia. As Planner, Eric coordinated and led five Safe Routes to School (SRTS) walk audits, documenting existing conditions and speaking with school communities to understand safety issues. Eric also assisted with the development of SRTS recommendations and the Final Yorba Linda - Placentia Active Transportation Plan.

Palm Desert Vision Zero Strategy, CA

Alta is developing a Vision Zero Strategy which will include a Safe Routes to School (SRTS) Plan, a Safe Routes for Older Adults (SRFOA) Plan, and an advertisement campaign. Eric coordinated, managed, and led community outreach and engagement for both the SRTS and SRFOA Plans, assisted with SRTS and SRFOA recommendations development, and wrote the SRTS Plan and the SRFOA Plan.

San Diego County Technical Assistance Services for the Healthy Cities, Healthy Residents - CalFresh Health Living Program, CA

Alta is providing technical assistance services for the Healthy Cities, Healthy Residents - CalFresh Healthy Living Program. As part of the contract, Alta is developing programs for the City of San Diego and the City of Vista. As Planner, Eric assists with outreach and engagement.

Ventura County Active Transportation Plan, CA

As a Planner, Eric developed the first/last mile analysis to provide guidance on how to enhance ridership levels at the top- and bottom-performing stops throughout unincorporated Ventura County. Eric also managed ongoing outreach efforts, including scheduling public meetings, identifying and participating in community engagement events, and updating outreach material (social media, project flyers, project website). The Ventura County ATP serves as a roadmap for implementing pedestrian and bicyclist facilities within the County's unincorporated communities.



Talia Agazaryan, PE, ENV SP

Engineering Support

YEARS OF EXPERIENCE

7 years

EDUCATION

BS, Civil Engineering,
University of California, Irvine

AREAS OF EXPERTISE

Multimodal roadway design
Bike share design
Corridor Design
ADA curb ramp design
Complete Street Design

REGISTRATIONS

Professional Engineer: CA
(#96685)
Envision Sustainability
Professional

LANGUAGES SPOKEN

Armenian and English

Talia is an engineering designer with strong problem-solving capabilities. Her project experience includes ADA compliant pedestrian and bicycle design, Complete Streets, and multimodal roadway design while ensuring accessibility across all projects. She has a deep understanding of the Greenbook, NACTO guidelines, Caltrans HDM, and local standards. Her dedication to quality and sustainability makes her an invaluable asset to design teams. She also provides hands-on support for outreach efforts and demonstration projects.

Relevant Experience

Western Our Way Walk and Wheel Improvements (PA&ED), Los Angeles, CA

Alta is providing civil engineering design, stakeholder engagement, traffic engineering, and landscape design for the PA/ED phase of the Western Our Way project. Western Avenue is a corridor with immense significance in the South Los Angeles area. Currently, the infrastructure along Western Avenue prioritizes vehicular travel which has resulted in a high rate of collisions and injuries. The Western Our Way will transform a 4.5 mile stretch of Western Avenue by providing traffic safety and multimodal improvements including curb extensions, landscaped medians, traffic signal upgrades, and other pedestrian enhancements. Talia serves as Project Design Engineer.

Prioritized Curb Ramp Improvements Project (TOS 8), Los Angeles, CA

Talia is supporting Alta's work with LABOE on prioritized infrastructure improvements that promote efficient modes of travel which focus on safety, inclusion, and sustainability around the City. The projects are driven by LABOE's partnerships with LADOT, which is utilizing Measure M and local funds to enhance traffic safety at desired destinations throughout the 12 Council Districts in the City.

Beverly Hills and Hermosa Beach Bicycle and Pedestrian Safety and Encouragement Program, CA

Enhancing bike and pedestrian safety and testing Complete Streets and SRTS concepts were central to this project, which delivered innovative demonstration projects in Beverly Hills and Hermosa Beach. The project made space for public patio seating, bike parking, and shortened crossing distances for pedestrians at this busy intersection to help enhance safety and improve crossing compliance. Talia served as an Engineering Designer for the project.

Pedestrian and Bicycle Safety Improvements for Ojai Avenue/SR 150 and Maricopa Highway/SR 33, Ojai, CA

For this pedestrian and bicycle safety improvement project, Alta prepared PS&E and Project Approval for a design that includes Class II and Class IV bike lanes on along the 2.75-mile road corridor and landscaping and sidewalk infill improvements. As an Engineering Designer, Talia worked on PS&E plans, which include curb ramp designs, striping files, utility mapping, and curb extensions.



Nora Hastings

Senior Graphic Designer

YEARS OF EXPERIENCE

9 years

EDUCATION

BFA, Graphic Design, Minor in Mass Communications, University of Minnesota Twin Cities

AREAS OF EXPERTISE

Illustrative graphics
Visual communication

Nora is a graphic designer with a passion for public-facing information. Her favorite type of work is anything that allows her to help make communities safe, accessible and more active. Before joining the Alta team, Nora worked as a graphic designer at Metro Transit, the public transportation agency serving the cities of Minneapolis and St. Paul.

Relevant Experience

OCTA SRTS STEP Campaign, Phase 1 and 2, Orange County, CA

Orange County Transportation Authority (OCTA) partnered with the Orange County Health Care Agency (OCHCA) to administer the Safe Travels Education Program (STEP) Campaign at 25 public elementary schools serving disadvantaged communities within Orange County. Funded by a Caltrans ATP grant, the project provides a comprehensive package of outreach materials, pedestrian and bicycle education, and other services, based on a qualitative prioritization of schools. Nora produced six high-level 42"x42" illustrations of generic "main street" destinations (a city hall, public park, school, library, grocery store, and food truck) to be used in public demonstration events.

ECWRPC Safe Routes to School and Winter Walking Curriculum, WI

Alta helped ECWRPC developed SRTS curricula that encourages elementary and middle school students to have fun while learning about how to be active—even during Wisconsin winters. As the Lead Graphic Designer, Nora developed a range of engaging and educational materials, such as lesson plans, storybooks, bicycle safety pamphlets, and a "Snow Season Skills" activity book. These materials instill safe walking and bicycling habits while encouraging students to use active modes of transportation to get to and from school.

Pedestrian Safety Outreach Campaign, Pasadena, CA

Alta led a pedestrian safety outreach campaign for the City of Pasadena that targeted motorists, focusing on the need to yield to pedestrians at signalized intersections. Nora provided graphics support for the campaign branding process used to launch outreach and education programs with new drivers (high school students) and experienced drivers.

King County Metro Connecting to Transit, Seattle, WA

Alta leads Metro's Connecting to Transit campaign, which includes several programs that seek to improve access to transit without building additional parking capacity. Alta is helping market these services to the public and encourage people to use modes other than driving alone to transit, whether by walking, biking, or carpooling. As a Graphic Designer on the project, Nora is responsible for the creative design of web and printed materials. This includes social media ads, customer brochures, informational posters, and large-format banners and signage.



Taylor Pasquariello

Web Development Lead

YEARS OF EXPERIENCE

8 years

EDUCATION

BBA, University of Colorado, Denver

AREAS OF EXPERTISE

Software development

Fullstack development

Frontend development

PRIOR WORK EXPERIENCE

Kin + Carta with project work for Blue Origin, Discover Financial, and Corveta Agriculture Science

Fluent Stream

Zayo Group

Taylor is an experienced UI Developer with over eight years specializing in TypeScript, NextJS, React, and Node.js. He has proven experience in managing projects from conception to deployment and delivering intuitive user interfaces. Using a collaborative and results-oriented approach, he works to deliver intuitive web experiences and management solutions that allow clients to have more confidence in their ownership and maintenance of a site. He is continuing to expand his skill set to include 3D graphics, with Three.js and WebGL, and interactive web map experiences, through MapBox and Leaflet.

Relevant Experience

Minnesota DOT Active Transportation Safety Training

As a web developer, Taylor worked closely with the design team to suggest design documents that would be easily adaptable to the web. He wrote all the HTML, CSS, and JS to build interactive mobile responsive web pages that would be used in the overall Minnesota Safe Routes To School ecosystem.

Oregon DOT Safe Routes to School Infrastructure and Non-Infrastructure Assistance

As a web developer, Taylor built an interactive schools search and map display custom component. This component was built using LIThtml a technology that allows us to embed the component in any frontend end environment using simple HTML syntax. The component is available for reuse across multiple projects regardless of the technology stack. The interactive map also allowed users to search for schools by various key words such as districts, and name, and the map used animations for panning to and fitting results within the map boundaries

King County Metro Connecting to Transit, WA

Taylor built an interactive, bilingual (English/Spanish) web map using Mapbox to visualize King County Metro service zones. The map enabled users to explore their area, plan trips, and access details about nearby transit services. Taylor implemented smooth zoom and transition animations for an engaging user experience and integrated GeoJSON layers to display live transit routes and station locations, improving accessibility and trip-planning efficiency.

Seattle Transportation Demand Management Expansion, WA

Taylor developed a custom WordPress site for the Flip Your Trip initiative, providing users with an intuitive platform to explore sustainable travel options and trip-planning resources within their region. The site was built from detailed Figma design assets to achieve a clean, accessible, and visually engaging interface. Taylor configured WordPress for easy content management, enabling non-technical contributors to update site content independently and maintain long-term flexibility.



Matthew Capuzzi, PE

Feasibility and Implementation Lead

YEARS OF EXPERIENCE

8 years

EDUCATION

BS, Civil Engineering, Villanova University

REGISTRATIONS

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

Matt has 24 years of experience designing and managing transportation and public works projects for public agencies. He has managed multi-disciplinary projects involving multimodal Complete Streets and Green Streets, urban bikeways, parks, traffic calming, large outdoor pedestrian spaces, Caltrans Encroachment Permits, and transit. Matt's responsibilities include oversight of grading and improvement plan preparation, roadway design, site design, stormwater analysis and design, wet utility design, and water quality. The multi-disciplinary nature of the projects Matt has managed, has allowed him to develop a strong understanding of traffic engineering, landscape architecture, electrical engineering, and structural design.

Relevant Experience

Mission Avenue Streetscape, Oceanside, CA

Matt led the final design phase for this Complete/Green Street project in Oceanside. The project involved reducing Mission Avenue from four lanes to two, forming a one-way couplet covering the major connection from the I-5 freeway to the ocean. Mission Avenue is now one-way westbound and parallel Seagaze Drive is one-way eastbound from Clementine Street to Cleveland Street. Improvements included pedestrian enhancements, infiltration basins, transit stop design, street improvements, intersection pop-outs, signal design and modification, low impact development, lighting, landscape and irrigation, street furnishings, and utility relocation.

SANDAG, Clairemont Complete Corridors, San Diego, CA

Matt served as PIC and Conceptual Design Lead for this planning effort on Morena Boulevard and Clairemont Drive in San Diego, CA. Matt developed a number of innovative concept ideas for the segment of Clairemont Drive between E. Mission Bay Drive and Denver Street. Concepts included a roundabout at Mission Bay Drive, a roundabout at the Interstate 5 southbound ramps, separated bike lanes, an option to "square up" the southbound ramps, and separated bike lanes. Matt also oversaw the development of the concepts and associated estimates, leading quality control. Beyond the innovative improvements proposed on Clairemont Drive, the project also proposed bi-directional separated bike lanes along the west side of Morena Boulevard. A bi-directional bikeway adjacent to the Mid-Coast Trolley Extension meant no driveway or side street conflicts for people riding bikes. This project won the ITE San Deigo Technical Document of the Year in 2024.

F Street Promenade Streetscape Master Plan, Chula Vista, CA

The F Street Promenade Streetscape Master Plan was completed in 2018 and envisions a transformation of F Street between Bay Boulevard and Third Avenue. The plan calls for Complete Streets improvements to enhance the experience (comfort and safety) for people walking, people riding bikes, people using transit, and vehicles. Matt served as a Task Manager for the 30% Signing and Striping phase of the project.



Francisco Rivera PE, TE

Technical Advisor

YEARS OF EXPERIENCE

39 years

EDUCATION

Bachelor of Science Degree in Civil Engineering from United States International University, San Diego, CA

REGISTRATIONS

CA. Professional Civil Engineer
C-054540

CA. Professional Traffic
Engineer TR-1583

For over 39 years working with the Engineering/Public Works Department in Chula Vista, had responsible charge of numerous technical and managerial engineering positions. Relevant experience in Active Transportation Plans & Infrastructure, Capital Improvement Program budgets, General Plan and Land Use Updates, Master Plans for Active Transportation, Bicycle Program, Pedestrian, Drainage and Wastewater Systems. Also led efforts to develop high density Urban Core Specific Plan areas related to non-motorized users, local & regional transit, light rail trolley system and rapid bus system development in collaboration with Municipal Planning Organization, San Diego Association of Governments (SANDAG), including updates to the the San Diego Regional Transportation Plan (RTP). Through his leadership, Chula Vista was designated a Bicycle Friendly Community Bronze Level by the League of American Bicyclists. Public Partner of the Year Award recipient from the San Diego Bicycle Coalition.

Relevant Experience

Chula Vista Bicycle Master Plan Updates, CA

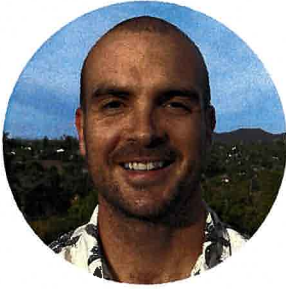
Infrastructure & Facilities Program Manager. Updates of three circulation element plans: City of Chula Vista 2011 Bicycle Master Plan; 2010 Pedestrian Master Plan and; 2020 Active Transportation Plan. Coordinated work product in conformance to General Plan, supervised consultants and administered progress payments. Assisted in Community Outreach (bilingual) and assisted in presenting draft plans to other local, regional and state agencies, the community, commissions and the City Council for approval.

F Street Promenade Streetscape Master Plan, Chula Vista, CA

City Principal Civil Engineer. The F Street Promenade Streetscape Master Plan was completed in 2018 and envisions a transformation of F Street between Bay Boulevard and Third Avenue. The plan calls for Complete Streets improvements to enhance the experience (comfort and safety) for people walking, people riding bikes, people using transit, and vehicles. The final streetscape plan includes raised, separated bike lanes, wider sidewalks, high-visibility crosswalks and mid-block crossings, pedestrian-scale lighting, parkway landscaping with trees, gateway, interpretive, and wayfinding signage with public art, plazas including trees and benches, curb extensions, a roundabout at the intersection of F Street and Bay Boulevard, the creation of a pedestrian plaza on the former rail bridge over Interstate 5.

Bike Lanes on Broadway Segment 1, Chula Vista, CA

City Principal Civil Engineer. Due to lower daily vehicular volumes in this segment, unused roadway capacity was repurposed for bicyclists, except near the E Street intersection and the transition at G Street. The project repurposed one travel lane in each direction to allow for buffered bike lanes. A roadway with two travel lanes in each direction and a center left turn lane was transformed into a Complete Street with one travel lane in each direction, a center left turn lane, and buffered bike lanes. At E Street, due to the higher vehicular volumes, two travel lanes were required to avoid significant impacts to vehicular operations. The bike lanes were shifted to be curb adjacent at locations with long stretches of red curb to increase the separation from vehicles. The project also included green conflict striping at right turn lanes and high-visibility ladder crosswalks at pedestrian crossing locations.



Forrest Baker, PE

Project Engineer

YEARS OF EXPERIENCE

8 years

EDUCATION

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

REGISTRATIONS

Prof. Engineer, CA #91883

Forrest has 8 years of experience designing and managing transportation and public works projects for public agencies. He has designed multi-disciplinary projects involving multimodal Complete Streets and Green Streets, urban bikeways, parks, traffic calming, large outdoor pedestrian spaces, Caltrans encroachment permits, Coastal Development Permits, and land port of entry. Forrest's responsibilities include design of grading and improvement plan preparation, roadway design, site design, stormwater analysis and design, wet utility design, and water quality. The multi-disciplinary nature of the projects Forrest has designed and managed has allowed him to develop a strong understanding of active transportation, transportation engineering, and civil engineering.

Relevant Experience

ADA Beach Access Feasibility Study, Carlsbad, CA

Project Engineer. The Carlsbad ADA Beach Access Feasibility Study was initiated to evaluate the feasibility of constructing one or more ramps down to allow for ADA access to the beach. The study area included the pedestrian space on the west side of Carlsbad Boulevard from Pine Avenue to Tamarack Avenue. In the existing condition, beach access is provided via five (5) staircases, a non-compliant ramp at Pine Avenue, and a steep walkway adjacent to the driveway at Tamarack Avenue.

Initial tasks included mapping of sensitive vegetation on the slope down to the beach and determining the length required for the ramps using elevations at the top and bottom. Four (4) locations were studied with a goal to minimize impacts to coastal sage scrub. The final report recommended two (2) ADA ramps from Carlsbad Boulevard down to the beach. These are proposed near Tamarack Avenue and near Pine Avenue.

SANDAG, Clairemont Complete Corridors, San Diego, CA

Project Engineer. For this planning effort on Morena Boulevard and Clairemont Drive in San Diego, CA. Forrest developed a number of innovative concept ideas for the segment of Clairemont Drive between E. Mission Bay Drive and Denver Street. Concepts included a roundabout at Mission Bay Drive, a roundabout at the Interstate 5 southbound ramps, separated bike lanes, an option to "square up" the southbound ramps, and separated bike lanes. Beyond the innovative improvements proposed on Clairemont Drive, the project also proposed bi-directional separated bike lanes along the west side of Morena Boulevard. A bi-directional bikeway adjacent to the Mid-Coast Trolley Extension meant no driveway or side street conflicts for people riding bikes. This project won the ITE San Deigo Technical Document of the Year in 2024.



Carlisle Dockery, LCI

Outreach and Engagement Lead

YEARS OF EXPERIENCE

8 years

EDUCATION

MS, Public Health, Northeastern University, Boston, MA

BA, Anthropology, Davidson College, Davidson, NC

REGISTRATIONS

The League of American Bicyclists, No. 7015

Association of Pedestrian and Bicycle Professionals (APBP)

Carlisle Dockery has experience in active transportation planning, community engagement, public health advocacy, project management, and economic development. She has worked in the nonprofit sector for nine years and joined Circulate San Diego in October 2021. She has worked on projects addressing pedestrian and bicycle safety education, tactical urbanism, complete streets, active transportation planning, transit surveys, age-friendly development, disaster recovery, and economic revitalization. She has been involved in the development of numerous active transportation plans, including the City of Oceanside Rail Trail Completion Feasibility Study, the City of Banning Active Transportation Plan, and the City of Solana Beach Safe Routes to School Master Plan. Ms. Dockery also has extensive experience developing data visualizations using mapping tools (ArcGIS Pro, QGIS, Google MyMaps) to display community assets, service and infrastructure gaps, walk audit findings, and engagement metrics. She is a League Cycling Instructor and has experience leading bike rodeos, electric bike rodeos, and electric scooter rodeos.

Relevant Experience

Oceanside Rail Trail Completion Feasibility Study, CA

Worked closely with the City of Oceanside to develop a Community Outreach + Engagement Plan outlining the strategies and resources used to meaningfully engage with residents, community-based organizations, neighborhood groups, regional agencies, committees, and other stakeholders. Conducted pop-up events at locations accessible to diverse groups of stakeholders, held community workshops to convey planning concepts and solicit input, participated in Technical Advisory Committee meetings, and contributed to the development of a Community Outreach + Engagement Memo for the final Feasibility Study.

North County Transit District Ridership Study, CA

Administered an in-person ridership survey for the North County Transit District (NCTD) across the service area to hear from transit and non-transit users regarding existing travel patterns and what improvements to service/ stations, corridors to access transit service, and adjacent land uses that might influence their decision to use NCTD services.

Buena Park Comprehensive Active Transportation Plan, CA

Served as project manager for all aspects of community engagement supporting the development of the Buena Park Comprehensive Active Transportation Plan. Led presentations for virtual community stakeholder group meetings and conducted in-person community workshops. Assisted with report drafting and graphics production. Prepared invoices and project updates monthly.

Cathedral City Citywide Active Transportation Plan, CA

Coordinated and facilitated in-person and virtual engagement activities. Participated in a series of walk and bike audits, surveys, and other engagement programming. Analyzed walk audit results, prepared mobility assessments, and mapped findings.



Octavio Garcia

Engagement Support

EDUCATION

BA, Urban Studies and Planning, University of California San Diego, San Diego, CA

Octavio Garcia has experience in active transportation planning, outreach, and data visualization. Mr. Garcia has worked on a variety of project types including active transportation plans, bicycle and pedestrian safety-oriented programming, first and last mile connections, tactical urbanism, and complete streets. He has been involved in the development of numerous bicycle and pedestrian plans, including the City of Lynwood's Safe Routes to School Plan, the City of Montebello's First Mile / Last Mile Masterplan, and City of Banning's Active Transportation Plan, among other projects. He has extensive experience developing data visualization tools using ArcGIS and other visual platforms in support of mobility assessments, community engagement activities, and data analysis. He is experienced in Microsoft Office (Word, Excel, PowerPoint) and Adobe products (InDesign, Illustrator, Photoshop) and is bilingual (English and Spanish).

Relevant Experience

City of Banning Active Transportation Plan, CA

Facilitated stakeholder group meetings, in-person community events, stakeholder workshops, a public survey, and the development of chapters in the final plan. Within the community events, he helped coordinate the use of SCAG's Kit of Parts to help demonstrate to people various traffic calming measures that could be introduced within the City. Mr. Garcia helped facilitate conversations with public members who are Spanish-speaking.

City of Lynwood Safe Routes to School Plan, CA

Organized stakeholder meetings, participated in community events to collect resident input, organized stakeholder workshops, administered a public survey, and developed chapter in the final SRTS. Within the stakeholder workshops, he helped facilitate the needs of multiple school communities to allow their input to be incorporated in plan recommendations.

North County Transit District (NCTD) Ridership Survey, CA

Served as project manager for all aspects of community engagement supporting the development of the Buena Park Comprehensive Active Transportation Plan. Led presentations for virtual community stakeholder group meetings and conducted in-person community workshops. Assisted with report drafting and graphics production. Prepared invoices and project updates monthly.

Cathedral City Citywide Active Transportation Plan, CA

Helped create an English and Spanish survey to better understand the transit needs of those riding in NCTD's region. Mr. Garcia helped facilitate the distribution of the survey through social media, graphics that were installed in high foot-traffic areas, and at various community events. Mr. Garcia interviewed both riders and non-riders to gather their opinions of NCTD's services. At the conclusion of the survey period, Mr. Garcia helped compile the data into easily digestible graphics.



Maria Walker

Engagement Support

EDUCATION

BA, Urban Studies and Planning, University of California, San Diego

Maria Walker has a background in active transportation planning, community engagement, researching, and urban design. She joined Circulate San Diego in December of 2022 and has worked on various projects such as Racial Ethnic Approaches to Community Health Program (REACH), the City of Buena Park Active Transportation Plan, and Southern California Association of Governments (SCAG) Go Human Safety Strategies. Ms. Walker has helped prepare an Active Transportation Plan grant application, designed various social media graphics and renderings, and conducted community engagement promoting pedestrian and bicycle safety. She has experience using Microsoft Office (Word, PowerPoint, Excel), Adobe Creative Cloud (Illustrator, InDesign, and Photoshop), Canva, and Sketchup.

Relevant Experience

Oceanside, CA Rail Trail Completion Feasibility Study, CA

Maria assisted with both virtual and in-person engagement activities, contributing to the collection of surveys and gathering valuable community feedback. She assisted with in-person survey efforts by placing decal stickers on sidewalks at project sites, helping to draw attention and encourage public participation along the project site. In addition, Ms. Walker supported team meetings by taking detailed meeting minutes and notes, ensuring that key discussions and action items were accurately recorded.

Buena Park Comprehensive Active Transportation Plan, CA

Maria served as second-in-command for all project coordination activities, taking the lead on graphic design for project visuals, including logos, flyers, social media content, and email campaigns. She was also responsible for providing Spanish translation for all public-facing marketing materials, ensuring accessibility and broader community engagement. Additionally, Ms. Walker managed the project's email address, responding to all written inquiries in a timely and professional manner. Throughout the project, Ms. Walker aided in all in-person engagement activities, capturing detailed written and graphic summaries for each event. She also coordinated a series of virtual workshops for stakeholder leaders, managing meeting minutes and related notes to ensure clear communication.

County of San Diego Safe and Equitable Access to Parks and Everyday Destinations (SEAPED) Project, CA

Maria served as Project Manager for the SEAPED project, where she helped lead research, data analysis, and stakeholder engagement in support of quick-build plans for six intersections across the City of San Diego near parks and other everyday destinations. She coordinated with County and City of San Diego staff and community-based organizations to ensure that project recommendations reflected their needs.

References

PALM DESERT VISION ZERO STRATEGY 2024-2025

Client

City of Palm Desert

Contact

Chris Gerry
Project Manager
(760) 776-6335
cgerry@palmdesert.gov

Scope of Work

- Existing conditions assessment and mobility barrier identification
- Safety and collision analysis and the development of a High Injury Network
- School and Older adult area community workshops and walk audits
- Safe Routes to School and Safe Routes for Older Adults active transportation recommendation development
- Vision Zero project prioritization, cost estimates, and funding strategy
- Action Plan development with adoption of Vision Zero Resolution

HEALTHY CITIES, HEALTHY RESIDENTS TECHNICAL ASSISTANCE 2022-2025

Client

San Diego County Healthy and
Human Services Agency

Contact

Alondra Estrada-Lam, MPH
Community Health Promotion Specialist II
(619) 458-1091
alondra.estrada@sdcounty.ca.gov

Scope of Work

- Community walk audits
- Conceptual active transportation plans
- Grant writing
- Grant ready deliverables
- Graphic design
- Outreach and engagement
- Quick build conceptual plans
- Technical reports
- Virtual and in-person workshops

CARLSBAD SAFE ROUTES TO SCHOOL PLAN 2022-2023

Client

City of Carlsbad

Contact

Nathan Schmidt
Transportation Planning and Mobility Manager
(442) 339-2734
nathan.schmidt@carlsbadca.gov

Scope of Work

- Conceptual Safe Routes to School Plan
- In-person and virtual workshops
- Non-infrastructure recommendations
- Walk audits



Cost Proposal

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Budget

This proposed budget reflects the scope outlined in this proposal. The Alta team is flexible in our approach and looks forward to working with the City to finalize the scope and budget to meet the needs of the project.

Comprehensive Safety Action Plan

Phase	Alta Planning + Design, Inc.															Circulate San Diego	Capuzzi	Total Task Hours	Total Task Fee	
	Principal - Engineer II	Principal - Planning Associate - Sr. Planner	Principal - Engineer II Associate - Sr. Engineer	Civic Analytics Lead	Associate Civic Data Analyst	Planner III	Planner III	Intern - Planning	Public Design Studio I	Web Developer III	Project Accountant	Alta's Hours	Alta Expenses	Alta's Sub Total	Circulate San Diego	Capuzzi Sub Total				
	Vincent Hellens Jr.	Kristin Haukom	Les Brown	Samuel Corbett	Sasha Fox	David Wasserman	Kelly Dunn	Kelly Lei	Eric Purcell	Lucas LeVieux	Michael Anderson	Ryan Johnson	Jorge Mil Arias		Sub Total					
1 Existing Conditions	1	4	8	1	0	4	40	40	60	0	0	0	2	160	\$ -	\$ 29,130	\$ -	\$ -	160	\$ 29,130
1.01 Existing Document Review	1	4	8	1	0	4	40	40	60	0	0	0	2	160	\$ -	\$ 29,130	\$ -	\$ -	160	\$ 29,130
2 Analysis	2	26	12	2	0	58	260	32	50	0	40	0	2	484	\$ -	\$ 102,710	\$ -	\$ -	484	\$ 102,710
2.01 Safety Analysis	1	16	8	1	0	40	200	16	18	0	24	0	0	324	\$ -	\$ 70,260	\$ -	\$ -	324	\$ 70,260
2.02 Equity Analysis	1	10	4	1	0	18	60	16	32	0	16	0	2	160	\$ -	\$ 32,450	\$ -	\$ -	160	\$ 32,450
3 Public Outreach	3	71	36	0	0	0	0	24	50	28	38	33	8	291	\$ 4,400	\$ 63,079	\$ 55,044	\$ -	611	\$ 118,123
3.01 Establish and Maintain Community Advisory Board (CAB)	2	26	30	0	0	0	0	0	0	0	0	0	2	60	\$ 250	\$ 15,954	\$ -	\$ -	60	\$ 15,954
3.02 Outreach and Engagement Plan (OEP)	0	2	0	0	0	0	0	0	8	0	8	0	2	20	\$ -	\$ 3,450	\$ 3,080	\$ -	34	\$ 6,530
3.03 Develop and Maintain Project Website	0	2	0	0	0	0	0	0	10	0	0	0	2	14	\$ -	\$ 2,310	\$ -	\$ -	14	\$ 2,310
3.04 Social Media Campaign and Communications Support	0	2	0	0	0	0	0	0	12	0	12	8	2	36	\$ -	\$ 6,282	\$ 9,834	\$ -	92	\$ 16,116
3.05 Community Survey & Interactive Webmap	0	2	4	0	0	0	0	24	0	0	0	25	0	55	\$ 450	\$ 10,406	\$ 2,222	\$ -	69	\$ 12,628
3.06 Community Workshops	0	30	0	0	0	0	0	0	16	16	18	0	0	80	\$ 3,000	\$ 19,084	\$ 25,476	\$ -	230	\$ 44,560
3.07 Pop Up Events	0	3	0	0	0	0	0	0	0	0	0	0	0	3	\$ 700	\$ 1,540	\$ 11,242	\$ -	71	\$ 12,782
3.08 Outreach Data Management and Reporting	1	4	2	0	0	0	0	0	4	12	0	0	0	23	\$ -	\$ 4,053	\$ 3,190	\$ -	41	\$ 7,243
4 Develop Safety Strategies and Countermeasures	6	8	24	10	16	0	0	60	0	0	0	0	12	136	\$ -	\$ 30,807	\$ -	\$ -	136	\$ 30,807
4.01 Development of Multimodal Safety Strategies	4	4	16	8	16	0	0	36	0	0	0	0	6	90	\$ -	\$ 21,368	\$ -	\$ -	90	\$ 21,368
4.02 Equity and Community Benefit	2	4	8	2	0	0	0	24	0	0	0	0	6	46	\$ -	\$ 9,440	\$ -	\$ -	46	\$ 9,440
5 Identify Priority Projects	6	22	18	2	8	8	16	40	0	0	0	0	12	132	\$ -	\$ 30,387	\$ -	\$ 55,011	132	\$ 85,398
5.01 Project Identification and Scoping	4	12	10	0	8	0	0	0	0	0	0	0	6	40	\$ -	\$ 10,784	\$ -	\$ 55,011	40	\$ 65,795
5.02 Project Prioritization Framework	2	10	8	2	0	8	16	40	0	0	0	0	6	92	\$ -	\$ 19,604	\$ -	\$ -	92	\$ 19,604
6 Comprehensive Safety Action Plan	4	22	18	3	0	0	0	30	46	0	38	0	6	167	\$ -	\$ 33,758	\$ -	\$ -	167	\$ 33,758
6.01 Draft and Final Plan Preparation	4	22	18	3	0	0	0	30	46	0	38	0	6	167	\$ -	\$ 33,758	\$ -	\$ -	167	\$ 33,758
Staff Hours	22	153	116	18	24	70	316	226	206	28	116	33	42	1370					1690	
Labor Total	\$ 7,803	\$ 43,960	\$ 28,704	\$ 6,375	\$ 7,560	\$ 16,896	\$ 69,696	\$ 37,296	\$ 31,305	\$ 3,168	\$ 21,258	\$ 6,012	\$ 5,438		\$ 285,471	\$ 50,040	\$ 50,010		\$ 385,521	
Project Total (Labor + Expenses + Sub Markup)	\$ 7,803	\$ 43,960	\$ 28,704	\$ 6,375	\$ 7,560	\$ 16,896	\$ 69,696	\$ 37,296	\$ 31,305	\$ 3,168	\$ 21,258	\$ 6,012	\$ 5,438	\$ 4,400	\$ 289,871	\$ 55,044	\$ 55,011		\$ 399,926	

GENERAL NOTES:
* This fee proposal is valid for 90 days from the date submitted.
* Hours and staff assignments can be adjusted by the consultant as needed to implement the tasks described during the course of the project.
* Hourly rates will be adjusted if work is continued into subsequent year(s).

Budget

This proposed budget reflects the scope outlined in this proposal. The Alta team is flexible in our approach and looks forward to working with the City to finalize the scope and budget to meet the needs of the project.

Active Transportation Plan

Phase	Alta Planning + Design, Inc.																				Circulate SD		Capuzzi Consulting		Total Task Hours	Total Task Fee
	Principal-in-Charge	Project Manager	Deputy Project Manager	Associate - Sr. Planner	Associate - Planner	Planner III	Planner I	Traffic Analytics Lead	GIS Manager	Civic Data Analyst I	Civic Data Analyst Associate - Sr. Engineer	Engineering Designer	Senior Production Manager	Graphic Designer II	Graphic Designer I	Web Developer III	Project Accountant	Technical Editor	Alta's Hours	Alta Expenses	Alta's Sub Total	Circulate SD	Capuzzi Consulting			
	Vincent Hellens Jr.	Kristin Haukom	Kaitlin Scott	Les Brown	Devan Gelle	Eric Purcell	Laura Yau	David Wasserman	Kimberly Voros	Izzy Youngs	Emily Branch	Sasha Fox	Talia Agazaryan	Caitlin Dronen	Nora Hastings	Nik Bridges	Ryan Johnson	Jorge Mill Arlas	Katie Atkins			Sub Total	Sub Total			
1 Existing Conditions	3	24	34	2	0	18	82	9	14	34	0	0	0	0	0	0	10	0	230	\$ 20,000	\$ 61,810	\$ -	\$ -	230	\$ 61,810	
1.01 Data Request Memo	1	4	6	0	0	2	0	1	2	4	0	0	0	0	0	0	2	0	22	\$ -	\$ 4,650	\$ -	\$ -	22	\$ 4,650	
1.02 Plan Review	0	4	6	0	0	2	16	0	0	0	0	0	0	0	0	0	2	0	30	\$ -	\$ 5,230	\$ -	\$ -	30	\$ 5,230	
1.03 Data Collection and Base Mapping	0	4	6	0	0	4	24	8	12	30	0	0	0	0	0	0	2	0	90	\$ -	\$ 16,010	\$ -	\$ -	90	\$ 16,010	
1.04 Bicycle and Pedestrian Counts	0	4	4	0	0	2	12	0	0	0	0	0	0	0	0	0	2	0	24	\$ 20,000	\$ 24,230	\$ -	\$ -	24	\$ 24,230	
1.05 Existing Conditions Memo	2	8	12	2	0	8	30	0	0	0	0	0	0	0	0	0	2	0	64	\$ -	\$ 11,690	\$ -	\$ -	64	\$ 11,690	
2 Needs Analysis	2	10	24	1	0	20	0	28	20	80	172	0	0	0	0	0	8	0	365	\$ 3,000	\$ 66,000	\$ -	\$ -	365	\$ 69,000	
2.01 Safety Analysis	0	2	4	1	0	0	0	1	2	24	0	0	0	0	0	0	2	0	36	\$ -	\$ 6,450	\$ -	\$ -	36	\$ 6,450	
2.02 Bicycle and Pedestrian Level of Traffic Stress	0	2	4	0	0	0	0	24	12	48	120	0	0	0	0	0	2	0	212	\$ 5,000	\$ 39,570	\$ -	\$ -	212	\$ 39,570	
2.03 Equity Analysis	0	2	4	0	0	0	0	1	2	4	20	0	0	0	0	0	2	0	35	\$ -	\$ 5,810	\$ -	\$ -	35	\$ 5,810	
2.04 Active Trip Potential Analysis	0	2	4	0	0	0	0	2	4	4	32	0	0	0	0	0	2	0	50	\$ -	\$ 8,170	\$ -	\$ -	50	\$ 8,170	
2.05 Needs Analysis Memo	2	2	8	0	0	20	0	0	0	0	0	0	0	0	0	0	0	0	32	\$ -	\$ 6,000	\$ -	\$ -	32	\$ 6,000	
3 Community Engagement	2	39	121	12	32	157	84	0	0	0	0	0	0	5	16	88	80	32	668	\$ 3,500	\$ 121,684	\$ 65,747	\$ -	1053	\$ 188,831	
3.01 Outreach and Engagement Plan	1	2	8	0	0	8	0	0	0	0	0	0	0	1	4	40	0	2	66	\$ -	\$ 10,230	\$ 5,852	\$ -	98	\$ 16,082	
3.02 Project Website	0	4	12	0	0	24	0	0	0	0	0	0	0	1	2	0	30	4	77	\$ -	\$ 14,085	\$ -	\$ -	77	\$ 14,085	
3.03 Communications and Media Support	0	4	8	0	0	14	8	0	0	0	0	0	0	1	2	12	0	4	53	\$ -	\$ 9,001	\$ 9,834	\$ -	109	\$ 18,835	
3.04 Community Survey	0	2	4	0	0	2	8	0	0	0	0	0	0	0	0	0	0	4	20	\$ -	\$ 3,373	\$ 2,222	\$ -	34	\$ 5,595	
3.05 Interactive Web Map Tool	0	2	4	0	0	4	0	0	0	0	0	0	0	0	2	0	50	4	66	\$ -	\$ 11,913	\$ -	\$ -	66	\$ 11,913	
3.06 Community Walk Audits	0	4	24	0	0	40	16	0	0	0	0	0	0	0	0	0	0	4	88	\$ 800	\$ 15,953	\$ -	\$ -	88	\$ 15,953	
3.07 Community Workshops	0	16	52	12	32	60	32	0	0	0	0	0	0	2	6	36	0	4	252	\$ 2,700	\$ 48,159	\$ 15,224	\$ -	340	\$ 63,383	
3.08 Pop-Up Events	0	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	12	\$ -	\$ 2,514	\$ 28,479	\$ -	183	\$ 30,993	
3.09 Community Outreach Summary Memo	1	2	4	0	0	5	20	0	0	0	0	0	0	0	0	0	2	0	34	\$ -	\$ 5,859	\$ 4,136	\$ -	58	\$ 9,995	
4 Advisory Committee	4	32	60	0	0	80	0	0	0	0	0	0	0	0	0	0	0	11	187	\$ -	\$ 37,802	\$ -	\$ -	187	\$ 37,802	
4.01 Advisory Committee Meetings	4	32	60	0	0	80	0	0	0	0	0	0	0	0	0	0	0	11	187	\$ -	\$ 37,802	\$ -	\$ -	187	\$ 37,802	
5 Recommendations and Prioritization	9	30	78	10	10	102	0	4	8	44	0	24	40	0	0	0	0	15	374	\$ -	\$ 77,586	\$ -	\$ -	374	\$ 77,586	
5.01 Infrastructure Recommendations	6	14	46	10	10	48	0	0	0	0	0	24	40	0	0	0	0	5	203	\$ -	\$ 44,892	\$ -	\$ -	203	\$ 44,892	
5.02 Non-Infrastructure Recommendations	1	12	20	0	0	38	0	0	0	0	0	0	0	0	0	0	0	5	76	\$ -	\$ 14,621	\$ -	\$ -	76	\$ 14,621	
5.03 Prioritization	2	4	12	0	0	16	0	4	8	44	0	0	0	0	0	0	0	5	95	\$ -	\$ 18,074	\$ -	\$ -	95	\$ 18,074	
6 Implementation and Funding	4	8	20	0	0	0	0	0	0	0	0	6	0	0	0	0	0	6	44	\$ -	\$ 11,078	\$ -	\$ 74,844	322	\$ 85,922	
6.01 Priority Project Cutsheets	2	4	10	0	0	0	0	0	0	0	0	6	0	0	0	0	0	3	25	\$ -	\$ 6,484	\$ -	\$ 53,350	225	\$ 59,834	
6.02 Implementation and Funding Memo	2	4	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	19	\$ -	\$ 4,594	\$ -	\$ 21,494	97	\$ 26,088	
7 Draft and Final Plan	8	28	70	4	12	60	70	0	4	16	0	0	0	2	6	66	0	6	376	\$ -	\$ 69,269	\$ -	\$ -	376	\$ 69,269	
7.01 Draft Active Transportation Plan	4	16	40	2	8	40	40	0	2	8	0	0	0	1	4	50	0	3	16	234	\$ -	\$ 42,247	\$ -	\$ -	234	\$ 42,247
7.02 Final Active Transportation Plan	4	12	30	2	4	20	30	0	2	8	0	0	0	1	2	16	0	3	8	142	\$ -	\$ 27,022	\$ -	\$ -	142	\$ 27,022
8 City Council Review/Approval	1	12	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	41	\$ -	\$ 9,555	\$ -	\$ -	41	\$ 9,555	
8.01 City Council Adoption Meeting	1	12	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	41	\$ -	\$ 9,555	\$ -	\$ -	41	\$ 9,555	
Staff Hours	33	183	427	29	54	437	236	41	46	174	172	30	40	7	22	154	80	96	24	2285					2948	
Labor Total	\$ 11,577	\$ 52,528	\$ 96,173	\$ 7,080	\$ 9,918	\$ 66,968	\$ 33,726	\$ 9,888	\$ 10,252	\$ 28,320	\$ 24,080	\$ 9,210	\$ 9,020	\$ 1,440	\$ 4,050	\$ 20,631	\$ 14,490	\$ 12,300	\$ 4,032	\$ 425,683	\$ 59,770	\$ 68,040		\$ 553,493		

Bill Rates - 2025

Labor Category	RATE	Typical Classifications Included in Rate
Labor Category 1	\$390.00	Executive Principal
Labor Category 2	\$360.00	Executive Principal
Labor Category 3	\$330.00	Principal, Executive Principal
Labor Category 4	\$315.00	Principal, Executive Principal
Labor Category 5	\$295.00	Sr. Associate, Principal, Executive Principal
Labor Category 6	\$275.00	Sr. Associate, Principal
Labor Category 7	\$255.00	Leader, Sr. Associate, Principal
Labor Category 8	\$235.00	Associate II, Sr. Associate, Director, Principal
Labor Category 9	\$220.00	Associate I, Associate II, Sr. Associate
Labor Category 10	\$200.00	Level III, Associate I, Associate II, Sr. Associate
Labor Category 11	\$185.00	Level III, Associate I, Associate II
Labor Category 12	\$170.00	Level III, Associate I, Associate II
Labor Category 13	\$150.00	Level II, Level III, Associate I
Labor Category 14	\$140.00	Level I, Level II, Level III
Labor Category 15	\$130.00	Level I, Level II, Level III
Labor Category 16	\$120.00	Level I, Level II
Labor Category 17	\$110.00	Administration/Specialist
Labor Category 18	\$100.00	Intern/Specialist

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

Subconsultants and reimbursable expenses will be charged at cost + 5% markup.

Mileage will be charged at the provisional standard rate.

In-house reproductions will be charged as follows:

Color copies \$0.65/ page

Black and white copies \$0.20/page

24" x 36" large format plot \$17.50/sheet

36" x 48" large format plot \$32.50/sheet



Bill Rates - 2026		
Labor Category	Typical Classifications Included in Rate	RATE
Labor Category 1	Executive Principal	\$ 400.00
Labor Category 2	Executive Principal	\$ 370.00
Labor Category 3	Principal, Executive Principal	\$ 340.00
Labor Category 4	Principal, Executive Principal	\$ 320.00
Labor Category 5	Sr. Associate, Principal, Executive Principal	\$ 300.00
Labor Category 6	Sr. Associate, Principal	\$ 280.00
Labor Category 7	Leader, Sr. Associate, Principal	\$ 260.00
Labor Category 8	Associate II, Sr. Associate, Director, Principal	\$ 240.00
Labor Category 9	Associate I, Associate II, Sr. Associate	\$ 230.00
Labor Category 10	Level III, Associate I, Associate II, Sr. Associate	\$ 220.00
Labor Category 11	Level III, Associate I, Associate II	\$ 200.00
Labor Category 12	Level III, Associate I, Associate II	\$ 180.00
Labor Category 13	Level II, Level III, Associate I	\$ 160.00
Labor Category 14	Level I, Level II, Level III	\$ 150.00
Labor Category 15	Level I, Level II, Level III	\$ 140.00
Labor Category 16	Level I, Level II	\$ 130.00
Labor Category 17	Administration/Specialist	\$ 120.00
Labor Category 18	Intern/Specialist	\$ 110.00

Rates are presented 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:

Color copies \$0.85/ page

Black and white copies \$0.40/page

24" x 36" large format plot \$20.00/sheet

36" x 48" large format plot \$35.00/sheet



Addenda Acknowledgements

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ACKNOWLEDGEMENT OF RECEIPT OF
ADDENDUM #01
REQUEST FOR PROPOSALS (RFP)
PROFESSIONAL SERVICES FOR
OCEANSIDE COMPREHENSIVE SAFETY ACTION PLAN
(CSAP) AND
OCEANSIDE ACTIVE TRANSPORTATION PLAN (ATP)

Signing of this form acknowledges that the Consultant has received Addendum #01 and they have read and understand the changes set forth in Addendum #01.

This form must be signed by the Consultant's authorized representative and returned with the RFP submission documents.

Authorized Representative _____


Steven Frieson, PE | Vice President

Name of Consultant Alta Planning + Design, Inc.

Date 11/20/2025

ACKNOWLEDGEMENT OF RECEIPT OF
ADDENDUM #02
REQUEST FOR PROPOSALS (RFP)
PROFESSIONAL SERVICES FOR
OCEANSIDE COMPREHENSIVE SAFETY ACTION PLAN
(CSAP) AND
OCEANSIDE ACTIVE TRANSPORTATION PLAN (ATP)

Signing of this form acknowledges that the Consultant has received Addendum #02 and they have read and understand the changes set forth in Addendum #02.

This form must be signed by the Consultant's authorized representative and returned with the RFP submission documents.

Authorized Representative _____


Steven Frieson, PE | Vice President

Name of Consultant Alta Planning + Design, Inc.

Date 11/20/2025