

**FINAL DRAFT**  
**Scope of Work**  
**for**  
**Updating Alameda County's**  
**Countywide Strategic Pedestrian Plan and**  
**Countywide Bicycle Plan**

The consultant shall provide the following professional and technical planning services in the updating of Alameda County's Countywide Strategic Pedestrian Plan (hereinafter called the "Countywide Pedestrian Plan") and the Countywide Bicycle Plan: project management; analysis of existing relevant documents, policies and procedures; interviews with stakeholders; research and knowledge of best practices, including transportation policies and modeling; assistance in public outreach, including meeting attendance, facilitation and presentation; map development; and preparation of technical memoranda and the plan documents.

To the highest degree possible, the consultant will tightly coordinate the updates of the Countywide Pedestrian Plan and Countywide Bicycle Plan. This coordination will include public outreach, document and policy analysis, interviewing stakeholders, and developing plan chapters, cost estimates, priority projects and maps to avoid duplication of work and to most effectively use the agencies', consultants' and stakeholders' time.

**Task 1: Interagency Coordination and Management**

**1.A: Inter-Agency Coordination**

The consultant will develop, recommend and implement a streamlined approach for working with two lead agencies that supports effective development of the plans. If the adopted approach is found to require changes for the client or consultant during the term of the agreement, it will be evaluated for effectiveness and modified, as needed.

**1.B: Kick off Meeting**

The consultant will meet with ACTIA and ACCMA staff to review the purpose of the project, scope of work and project goals. All relevant documents will be provided to the consultant. A list of stakeholders will be provided by ACTIA and the ACCMA.

*Deliverable 1.1: Memo with recommendation on coordination with two agencies (original draft, final version and up to three modifications, if necessary, during the term of the agreement).*

*Deliverable 1.2: Kick-off meeting minutes and detailed next steps within one week of meeting.*

## **Task 2: Develop Approach to Coordinate Plans Development**

The consultant will develop and implement an approach to coordinate the process of updating the two plans, with the goals of creating: (1) an efficient and streamlined process for updating the plans, and (2) useful plans that equally consider both walking and bicycling. The consultant is strongly encouraged to bring innovative and strategic thinking to this task.

### ***Task 2.A: Develop Plans Coordination Approach***

The consultant will recommend how to best tightly coordinate the development of the updates to the two plans. Coordinating the updates may include, but is not limited to, coordination of scheduling meetings, contacting stakeholders, gathering data, conducting outreach, and receiving and incorporating comments. The consultant will develop a detailed project schedule, based on the final coordination approach, which includes all necessary outreach meetings and is coordinated with other applicable projects.

### ***Task 2.B: Develop Format of Plans***

Coordinating the format of the final plans will have the goal of creating two parallel and consistent documents. This effort will include determining tasks that overlap and those that are distinct. It will also consider the key audience(s) for the Plans. This task may include recommendations to eliminate, move, combine or add sections and tables in the Plans. It may also include placing sections of the plans into appendices or separate documents. The result will include developing a detailed table of contents and format for each plan.

*Deliverable 2.1: Technical memorandum on approach for a streamlined and coordinated Pedestrian and Bicycle Plans update process (two drafts and one final version).*

*Deliverable 2.2: Detailed project schedule (draft and final versions).*

*Deliverable 2.3: Detailed Table of Contents for both plans, with a description of proposed chapter content and tables/charts (two drafts and one final version).*

## **Task 3: Public Outreach/Meetings**

Public input will be solicited in a number of ways, including from a Working Group, to be established by ACTIA and the ACCMA, at meetings of ACTIA's Bicycle and Pedestrian Advisory Committee (BPAC) and the CMA's Alameda County Technical Advisory Committee (ACTAC), and through other outreach efforts as discussed below. The consultant will be expected to attend and facilitate a total of up to 12 Working Group (or other) meetings. For Working Group meetings, this task includes the preparation of all materials (agendas, accompanying materials and meeting notes), while for other meetings, it would most likely only include the preparation of staff reports.

The consultant will develop a PowerPoint presentation that provides an overview of the planning effort, for use by ACTIA and ACCMA staff to do additional public outreach.

The consultant will evaluate and recommend an approach for additional public outreach, including traditional public meetings, attending existing regularly occurring meetings, new forms of social media, and ways to utilize the agencies' websites. The recommendation will weigh the anticipated public involvement and interest with the cost of the different outreach options. Depending on the final approach, the consultant may be requested to assist ACTIA and the ACCMA in implementing the outreach.

*Deliverable 3.1: Agendas, materials and notes for up to 12 Working Group (or other) meetings.*

*Deliverable 3.2: PowerPoint presentation with an overview of the plans update effort (draft and final versions).*

*Deliverable 3.3: Memo on outreach opportunities and recommended approach (draft and final versions).*

*Deliverable 3.4: Assistance with public outreach.*

## **Task 4: Update Countywide Pedestrian and Bicycle Plans**

The consultant will update and edit all chapters of the Countywide Pedestrian Plan (2006) and the Countywide Bicycle Plan (2006), according to the final approach developed by staff and the consultants in Tasks 2A and 2B. The final number and content of the chapters may change, as a result of recommendations in Task 2.

The following Tasks 4A and 4B outline the current approach to the elements to be included in the updates of each Plan. This reflects current thinking on the modifications to the emphasis and content of the current (2006) chapters and the addition of new chapters, and, as noted above, may change based on the recommendations made in Task 2.

### ***Task 4A: Update Countywide Pedestrian Plan***

#### **4.A.1 Existing Conditions Chapter**

The emphasis of this chapter update will be to:

- a. Add new section summarizing progress on the plan implementation since the first plan was adopted in 2006, and including the actions outlined in the *Next Steps Chapter*. Summarize the specific barriers that have been encountered in implementing the plan. (This analysis will feed into Task 4.A.2 on *Evaluation of Current Practices*.)
- b. Research and analyze the available local, county and regional data and documents, and conduct limited interviews with stakeholders (in person or via email, as appropriate) to determine how the overall state of pedestrian planning in the county has changed since 2006.
- c. Update and expand data on who is walking, how much and why. Use available data (including summarized trip and transit data in available documents). This task includes updating and expanding Tables 4 and 6. Analyze and report any trends. Add analysis of future trends as well, including the aging population.
- d. Add new section on countywide pedestrian count data collected during the previous five to ten years. Analyze and report on any trends.
- e. Expand analysis of pedestrian collisions and fatalities (Table 7), focusing on trends at the county, planning area and city levels. As feasible, determine estimated collision and fatality rates. Include primary causes of collisions, party at fault, collisions by age, time of day, etc. Develop maps that show collision locations and trends.
- f. Update data on health and physical activity in Alameda County, as data is available. Include relevant new research (since 2006) on the link between physical activity and the built environment. Add a discussion of health inequities.

- g. Update current trail mileage for trails of countywide significance, as reported in Table 5. Highlight changes since 2006.
- h. Add a discussion of Priority Development Areas (PDAs), including the goals, current policies, and their current locations in Alameda County.
- i. Add a new section reviewing the major physical barriers (such as freeways, waterways, railroads or other) to walking in the county and show where major connectivity gaps exist.
- j. Update the section on walking programs, with an emphasis on what has changed since 2006, including new countywide efforts.
- k. Update status of local pedestrian plans (Table 8). Report on changes that have occurred since 2006, and progress toward meeting the Countywide Pedestrian Plan goal of having a pedestrian master plan for each city in Alameda County by 2011.
- l. Review all local pedestrian plans to summarize any quantitative data on infrastructure funding needs. Update Appendices C and D, potentially through asking similar survey questions as in Appendix A (4.1) or by reviewing local pedestrian plans. Determine and list cities with ADA Transition Plans. Report on changes since 2006. Summarize how sidewalk maintenance is funded and implemented in each jurisdiction in the county.
- m. Other applicable data may be included, as deemed necessary. The consultant may suggest additional data that is available and would contribute to the documentation of existing conditions.
- n. Overall, create and add new charts, maps, graphs, pop-out boxes, etc to make the data in this chapter easy to see and understand.

The above updates will help in the analysis of the current goals (Task 4.A.3) and will identify what additional data is needed to measure progress towards the goals (Task 4.A.6).

*Deliverable 4A1.1: Technical memorandum summarizing the existing conditions (one administrative draft version, one Working Group draft and one final draft).*

#### **4.A.2 Evaluation of Current Practices Chapter**

The consultant will update, revise and significantly expand the currently titled “Institutional Obstacles” chapter. This chapter will focus mainly on local, county, regional, state and federal-level plans, policies and practices that impact walkability, with a strong emphasis on the roles of the two countywide transportation agencies (ACTIA and the ACCMA) in impacting the number and safety of people walking in Alameda County.

The context for this chapter is that many agencies have existing policies promoting walking, and agencies that do not have these policies are generally supportive of creating more walkable communities. Yet, many people believe that too few pedestrian improvements are being made. This chapter provides a way to explore this conundrum, and develop specific action steps for Alameda County agencies.

The revised chapter will discuss the more significant policies and practices that do, or could, benefit the walkability of the county. It will include a review of ACTIA and ACCMA policies and practices that currently benefit walkability, areas that could be improved with minor adjustments and areas that could use more work or are currently creating barriers to improving walkability. It will be written, in conjunction with review by the Boards, with the goal of informing specific action steps for local and countywide agencies to improve walking in the county.

At the ACTIA and ACCMA level, the following policies, documents and practices will be reviewed

for their effectiveness in promoting the walkability of the county:

- Countywide Transportation Plan
- Measure B and any updates to the Measure
- Implementation of Funding Programs
- Implementation of Capital Projects
- Countywide Transportation Model
- Congestion Management Program
- Metropolitan Transportation System
- Deficiency Plans
- Climate Action efforts

The consultant will also conduct the following tasks:

- a. Provide an overview of national, state, regional and local Complete Streets policies, and develop recommendations for implementing Complete Streets/Routine Accommodation in Alameda County (at the countywide and local levels).
- b. Revise text in the *Institutional Obstacles* chapter of the 2006 Pedestrian Plan to focus on the most significant barriers to walking in Alameda County.
- c. Make recommendations on overcoming the specific obstacles identified in Task 4.A.1a that have hindered implementation of the Pedestrian Plan.

The research and evaluation conducted in this chapter will be used to develop prioritized action steps, which will be included in the *Implementation Chapter*, and could include new, expanded or revised policies and practices.

This task will be based on limited stakeholder meetings (with ACTIA, ACCMA, selected cities, agencies, and non-profits), the consultant's expertise and knowledge of pedestrian planning and transportation modeling, and additional available research on the topic. This work will feed into Task 4.A.3 (vision and goals).

*Deliverable 4A2.1: Technical memorandum on the obstacles and policy opportunities for improving walkability (one administrative draft version, one Working Group draft and one final draft).*

### **4.A.3 Vision and Goals Chapter**

The consultant will update the Vision and Goals Chapter by analyzing and updating the vision and goals, as needed, including to relate to Bicycle Plan goals. This task will include input from the Working Group, BPAC and ACTAC, and will reflect the information gathered in Tasks 4A.1 and 2. The emphasis of this chapter update will be to:

- a. Review the walking mode goals, and update them as needed, to reflect relevant new goals, if any, at the regional, state or federal level.
- b. Incorporate climate change efforts and legislation (state, county, other).
- c. As needed and feasible, revise goals to ensure that they can realistically be monitored.
- d. Incorporate the Active Transportation Case Statement goals.

*Deliverable 4A3.1: Technical memorandum for the vision and goals chapter (one administrative draft version, one Working Group draft, and one final draft).*

### **4.A.4 Countywide Priorities Chapter**

The consultant will update and expand the Countywide Priorities Chapter. The emphasis of this chapter update will be to:

- a. Evaluate progress made on implementing the current priorities, by:
  - i. Developing and implementing a methodology, in collaboration with ACTIA and ACCMA staff, to assess progress on implementing the countywide priorities since 2006, as feasible.
  - ii. Reviewing projects and programs funded in applicable countywide discretionary funding cycles since 2006 to determine which priorities in the Plan are being implemented, and which are not.
- b. Review the current categories of “countywide significance,” and make recommendations on possible changes to the overall categories. This review should take into consideration the most effective methods of increasing walking. Add any missing areas, such as major physical barriers to walking, which may include developing a list of these barriers; and pedestrian-related research that would benefit Alameda County. Solicit input from Working Group, BPAC and ACTAC for this task.
- c. Review, update and provide recommendations to edit the lists of areas of countywide significance (Appendix E), and programs of countywide significance.
- d. Develop a recommendation for selecting higher priority areas within the (revised, per above) areas of countywide significance, and implement. This may include developing selection criteria. Solicit input from Working Group, BPAC and ACTAC for this task.
- e. Recommend a method for tracking progress on countywide priorities in the future, including whether this effort should only be done for higher priority projects.
- f. Review program areas of countywide significance and recommend changes, as needed. The consultant recommendations will be based on research showing the types of programs that are most effective. Recommend programs that are needed at the countywide level (to be implemented either by a countywide public agency, local agency or non-profit), as opposed to solely the local level.
- g. Within this chapter, clarify which priority areas solely apply to countywide competitive grant funding and which are overall county priorities, whether funded through a countywide grant, Measure B bicycle/pedestrian safety funds, or otherwise.
- h. Mapping: Develop maps that are useful to both local and countywide agencies, and are rich with information.
  - i. Update maps (Figures 2 to 7), to reflect all changes to the areas of countywide significance.
  - ii. As needed, create new maps showing the higher priority pedestrian areas.
  - iii. Create or update maps showing bicycle and pedestrian plan priorities (both the entire network (i.e. all priorities) and the higher priority projects only).
  - iv. As a tool for developing the priority areas and as feasible, map the areas of countywide significance or high priority areas, with the following items:
    1. Priority Development Areas (PDAs) – existing and proposed
    2. Population or percent of population within one-half mile of major transit
    3. Poverty levels
    4. Predicted pedestrian volumes (as feasible)
    5. Others to be determined

*Deliverable 4A4.1: Technical memorandum with progress made on implementing countywide priorities since 2006.*

*Deliverable 4A4.2: Technical memorandum with recommendations on revisions to the categories of “areas of countywide significance”.*

*Deliverable 4A4.3: Technical memorandum on the higher priority areas (one administrative draft version, one Working Group draft and one final draft).*

*Deliverable 4A4.4: Final updated and new maps (up to 20 maps total).*

*Deliverable 4A4.5: Revised draft Countywide Priorities chapter (one administrative draft version, one Working Group draft and one final draft).*

#### **4.A.5 Costs and Revenue Chapter**

The emphasis of this chapter update will be to:

- a. With input from ACTIA and the ACCMA, recommend a timeframe to use for projecting future costs and revenue (e.g. 25 years, 10 years, 4 years).
- b. Work with the Working Group, ACTAC and BPAC to recommend an approach for developing final plan costs. Implement the approved approach.
- c. Estimate maintenance costs.
- d. Include a summary of total funding needs from local pedestrian master plans (as developed in *Existing Conditions* chapter update). Analyze how the total amount has changed since 2006. Compare the pedestrian funding gap to that for roadway repaving, to place pedestrian needs in perspective with roadway needs.
- e. Update all revenue estimates. Analyze changes in available funding levels.
- f. Roughly summarize actual revenue received for countywide pedestrian projects, programs and plans from 2006-2009. Compare to anticipated revenues and report on the difference.
- f. Determine what has been expended on countywide trails and programs since 2006. Compare to annual anticipated need.

*Deliverable 4A5.1: Technical memorandum on costs and revenue, including updated Tables 9 and 10 (one administrative draft version, one Working Group draft and one final draft).*

#### **4.A.6 Implementation Chapter**

The consultant will revise the currently titled “*Next Steps*” chapter to clearly identify implementation actions needed to complete the updated Pedestrian Plan, and to show the responsible agency for each action. The consultant, in conjunction with the Working Group, will prioritize the actions and will include a timeframe (short, medium, long) for each.

The emphasis of this chapter update will be to:

- a) Describe specific action steps to be taken to implement goals, projects, policies and programs, as identified in earlier chapters. Identify a responsible agency for each action.
- b) Establish methods to track progress on implementing the Plan vision and goals.
- c) Focus on, but do not limit, the actions to the near term (the next four years, before the next Pedestrian Plan Update).

- d) Include ways that ACTIA and ACCMA and other organizations/agencies can more closely collaborate on implementation.
- e) Recommend any additional tools, resources, programs, or data that should be developed to meet the pedestrian vision developed in Task 4A.3.
- f) Recommend improved methods for streamlining and coordinating future updates with the Bicycle Plan updates.

*Deliverable 4A6.1: Technical memorandum on implementation steps (one administrative draft version, one Working Group draft and one final draft).*

#### **4.A.7 Executive Summary and Introduction Chapters**

The consultant will update both of these chapters after the draft Plan has been completed. The Executive Summary should be written to serve as a stand-alone document.

*Deliverable 4A7.1: Draft Executive Summary Chapter (one administrative draft version, one Working Group draft and one final draft)*

*Deliverable 4A7.2: Draft Introduction Chapter (one administrative draft version, one Working Group draft and one final draft)*

## **Task 4B: Update Countywide Bicycle Plan**

### **4.B.1. Introduction (Vision and Goals) Chapter**

The consultant will update the Vision, Goals and Objectives of the Countywide Bicycle Plan. This task will include input from the Working Group, ACTAC and BPAC, and will reflect information gathered in the Existing Conditions and Current Practices chapter updates. The consultant will include a discussion of the following:

- a. Review bicycle goals. Update as needed, to reflect relevant new goals at the regional, state or federal level.
- b. Update Transit Oriented Development and Transit Priority Zones, including bicycle access to and on transit.
- c. Discuss climate change efforts and legislation and how implementation of the Bicycle Plan contributes to these efforts.
- d. Discuss how the Bicycle Plan is coordinated with the Countywide Pedestrian Plan and the Regional Bicycle Plan, including policies, priorities and funding.
- e. As needed and feasible, revise goals to ensure that they can be realistically monitored.

*Deliverable 4.B.1.1: Technical memorandum of the introduction including revised vision, goals and objectives (one administrative draft version, one Working Group draft and one final draft)*

### **4.B.2 Existing Conditions Chapter**

The emphasis of this chapter will be to update and revise the existing conditions chapter to reflect changes to bicycle data since the 2006 Bicycle Plan was adopted, as well as trends since the first Countywide Bicycle Plan was adopted in 2001. In addition to updating data and tables outlined in Appendix A, this discussion may include new information to be responsive to regional, state and federal focus on Transit Oriented Development, Transit Priority Zones or other relevant information.

Updates and revisions to this chapter should include a review of available documents and input from jurisdictions, ACCMA staff, Working Group, ACTAC, and ACTIA's BPAC. The following is requested:

- a. Add a new section summarizing progress on implementation of the Bicycle Plan since the first plan was adopted in 2001, and the first update was adopted in 2006.
- b. Update data on who is bicycling, how much, where, and why. Use available data including summarized bicycle counts, transit data, and bicycle mode split at transit. Update maps of regional attractors and generators and of connections to adjacent counties. Analyze and report any trends.
- c. Update bicycle safety data, including bicycle collision numbers and locations, and provide analysis focusing on trends at the County, Planning Area and City levels. Map the collision locations and trends.
- d. Update status of local Bicycle Plans, Parking Programs and Ordinances
- e. Update information about bicycle racks, lockers and stations at rail and ferry stations

- f. Add a discussion of Priority Development Areas (PDAs), including the goals, current policies, and their locations in Alameda County.
- g. Update the status of bike access to and on rail and bus.
- h. Update the status of bike programs, including safety education and wayfinding signage programs.
- i. Add a new section reviewing the major physical barriers (such as freeways, waterways, railroads or other) to bicycling in the county and show where major connectivity gaps exist.
- j. Update the existing Bicycle Network (2006) to correct maps and include segments and alignments that are completed or were modified since the last plan update.
- k. Other applicable data may be included, as deemed necessary. The consultant may suggest additional data that is available and would contribute to the documentation of existing conditions.
- l. Overall, create and add new charts, maps, graphs, pop-out boxes, etc to make the data in this chapter clear and easy to understand.

The updates outlined above are intended to help analyze the current goals (Task 4.B.1) and identify additional data needed to measure progress towards the goals (Task 4.B.5)

*Deliverable 4.B.2.1: Technical memorandum summarizing the existing conditions, progress in implementing the Plan since 2001, and discussing any trends in bicycle usage since 2006. (This will include one administrative draft version, one Working Group draft and one final draft).*

### **4.B.3 Evaluation of Current Practices**

The consultant will develop a new chapter that focuses mainly on local, county, regional, state and federal-level plans, policies and practices that impact bicycling, with a strong emphasis on the roles of the two countywide transportation agencies (ACTIA and the ACCMA) in impacting the number and safety of people bicycling in Alameda County.

The new chapter will discuss the more significant policies and practices that do, or could, benefit the bikability of the county. It will include a review of ACTIA and ACCMA policies and practices that currently benefit bicycling, areas that could be improved with minor adjustments and areas that could use more work or are currently creating barriers to improving bikability. It will be written, in conjunction with review by the Boards, with the goal of informing specific action steps for local and countywide agencies to improve bicycling in the county.

At the ACTIA and ACCMA level, the following policies, documents and practices will be reviewed for their effectiveness in promoting the bikability of the county:

- Countywide Transportation Plan
- Measure B and any updates to the Measure
- Implementation of Funding Programs
- Implementation of Capital Projects
- Countywide Transportation Model
- Congestion Management Program
- Metropolitan Transportation System
- Deficiency Plans
- Climate Action efforts

The consultant will also conduct the following tasks:

- a. Provide an overview of national, state, regional and local Complete Streets policies, and develop recommendations for implementing Complete Streets/Routine Accommodation in Alameda County (at the countywide and local levels).
- b. List the most significant barriers to bicycle usage in Alameda County.
- c. As is beneficial, review local examples of obstacles, by examining projects in the Bicycle Plan that have not been implemented, and exploring how any current policies or practices may be responsible for progress not being implemented in a timely manner.

The research and evaluation conducted in this chapter will be used to develop prioritized action steps, which will be included in the *Implementation Chapter*, and could include new, expanded or revised policies and practices.

This task will be based on limited stakeholder meetings (with ACTIA, ACCMA, selected cities, agencies, and non-profits), the consultant's expertise and knowledge of bicycle planning and transportation modeling, and additional available research on the topic. This work will feed into Task 4.A.3 (vision and goals).

*Deliverable 4.B.3.1: Technical memorandum on the policy obstacles and opportunities to improving bicycling in Alameda County (one administrative draft version, one Working Group draft and one final draft).*

#### **4.B.4 Proposed Facility and Programs Improvements Chapters**

##### **4.B.4.a Proposed Facility Improvements**

The consultant will complete the following tasks related to proposed facility improvements. Where possible, priorities should be coordinated with the Countywide Pedestrian Plan. Coordinate with ACTIA, and obtain input from Working Group, ACTAC and BPAC. The emphasis of these chapters will focus on reviewing and updating criteria for the countywide bicycle network, including:

- a. Review past and revise procedures and criteria for identifying and placing bicycle network projects and programs into appropriate categories to fit within funding availability.
- b. Update the High Priority, Financially Constrained and Vision Network access and infrastructure improvement projects based on Vision and Goals, and Evaluation of Current Practices developed in Tasks 4.B.1 and 4.B.3. Discuss relationship of priorities to cross county corridors and regional bicycle trail system, spot improvements and spur routes, and programs. Add interface with Transit Priority Zones and Priority Development Areas and list of significant barriers.
- c. Expand High Priority Projects discussion to include:
  - i. Programs as High Priority Projects (see 4.B.4.B. below).
  - ii. Access and infrastructure improvements that support TOD as identified in the Countywide Transportation Plan.
- d. Add new projects, remove deleted projects and modify alignments on the Countywide Bicycle network. Base changes on:
  - i. Criteria defined in the beginning of this task, which will reflect the goals and objectives identified in Task 4.B.3, including TODs, PDAs, Transit Priority Zones, bicycle access to and on transit and responsiveness to Climate Change legislation.
  - ii. Input from Working Group, ACTAC and BPAC.

- iii. Opportunities to close gaps in corridors and network to reach continuity and completeness, including spot improvements and spur routes, paying particular attention to gaps in the network that may have resulted from the changes in goals identified in Task 4.B.3.
- e. Update maps, tables and appendices in the 2006 Bike Plan, including cross-county bicycle corridors and regional multi-use bikeway facilities on the Vision Network, Financially Constrained, High Priority Projects, and Education Programs.
- f. Review and revise Transit Priority Zones and Transit Oriented Developments and Priority Development Area discussion. Include an emphasis on bicycle access to and on transit. This may include bike/transit interface, including specific bikeway alignments recommended for the major transit stations, bicycle storage at stations, and future work needed for station access design recommendations.
- g. Review and revise section on rehabilitation of the existing on-street bicycle system and criteria.
- h. Add a new section on opportunities to provide major connectivity where there are major physical barriers to bicycling in the county (such as freeways, waterways, railroads) as identified in Task 4.B.2.
- i. Write Summary of Recommendations,

*Deliverable 4.B.4.1: Technical memorandum on the proposed facility improvements (one administrative draft version, one Working Group draft and one final draft).*

#### **4.B.4.b Proposed Programs**

The consultant will complete the following tasks related to proposed programs:

- a. Review and revise Proposed Programs and supporting infrastructure for the countywide bicycle network, as necessary, with input from the Working Group, ACTAC and BPAC. Evaluate the need for each of the listed programs and the need for additional programs, and the progress made to date on implementing the listed programs. Coordinate with ACTIA for opportunities to overlap with the priority programs in the Countywide Pedestrian Plan. Current program categories include:
  - i. Signs,
  - ii. maintenance,
  - iii. parking,
  - iv. education and
  - v. promotion
- b. Include recommendations identifying responsible parties and next steps.

*Deliverable 4.B.4.2: Technical memorandum on the proposed programs (one administrative draft version, one Working Group draft and one final draft).*

#### 4.B.5 Implementation Chapter

The consultant will revise the Implementation Plan chapter using the results from Tasks 4.B.2, 4.B.3 and 4.B.4 above, and the input from the Working Group, ACTAC and BPAC. The consultant will revise this chapter to include specific implementation action steps and responsible parties. Include and update of costs and revenues. The updates will include:

- a. Develop a fiscally constrained list of High Priority projects. Include a review of the prioritization criteria, making revisions as necessary, and developing a revised list of projects and programs.
  - i. For Capital Projects, include bikeways and “spot improvements,” as defined on page 68 of the Countywide Bicycle Plan (2006).
  - ii. Review and update Summary of Recommended Bikeway Improvements to include, Bike Access Improvements at TOD and Transit Priority projects, based on information developed in Task 4B4. Revise or replace tables, to make a more user-friendly format.
  - iii. Summarize High Priority Projects and Programs, in a format that is useful to those that use the Countywide Bicycle Plan.
- b. Describe specific action steps to be taken to implement goals, projects, policies and programs, as identified in earlier chapters. Identify a responsible agency for each action.
- c. Establish methods to track progress on implementing the Plan vision and goals.
- d. Focus on, but do not limit, the actions to the near term (the next four years, before the next Bicycle Plan Update).
- e. Include ways that ACTIA and ACCMA and other organizations/agencies can more closely collaborate on implementation. Expand discussion of areas of overlap between the Countywide Bicycle Plan and the Countywide Pedestrian Plan, as needed.
- f. Recommend any additional tools, resources, programs, or data that should be developed to meet the vision developed in Task 4.B.1.
- g. Revise procedure for amending the Countywide Bicycle Plan between updates with input from the Working Group, ACTAC and BPAC.
- h. With input from ACTIA and the ACCMA, recommend a timeframe to use for projecting future costs and revenue (e.g. 25 years, 10 years, 4 years).
- i. Work with the Working Group, ACTAC and BPAC to recommend an approach for developing final plan costs. Implement the approved approach.
- j. Project Costs. Revise the construction cost estimates to make sure they are accurate, up to date and consistent with other plans. Determine a method to estimate maintenance costs.
- k. Update all estimates of future revenues. Analyze changes in available funding levels. Revise funding availability to reflect the most recent Alameda Countywide Transportation Plan as well as other bicycle funding programs.
- l. Summarize actual revenue received for bicycle projects, programs and plans from 2006-2009. Compare to anticipated revenues and analyze the difference.
- m. Determine what has been expended on countywide trails and programs since 2006. Compare to annual anticipated need.

*Deliverable 4B.5.1: Technical memorandum on implementation steps (one administrative draft*

*version, one Working Group draft and one final draft).*

*Deliverable 4A.5.2: Technical memorandum on costs and revenue, including updated tables (one administrative draft version, one Working Group draft and one final draft).*

#### **4.B.6 Update Executive Summary**

The consultant will update this chapter after the draft Plan has been completed. The Executive Summary should be written to serve as a stand-alone document.

*Deliverable 4A6.1: Draft Executive Summary Chapter (one administrative draft version, one Working Group draft and one final draft)*

#### **Task 4C: Finalize Plan Documents**

The consultant will incorporate all draft chapters/technical memoranda into a Draft Countywide Pedestrian Plan and a Draft Countywide Bicycle Plan. The Draft Plans will be reviewed by the Working Group, BPAC, ACTAC and additional groups, per the adopted outreach plan developed in Task 3. The consultant will develop Final Draft Plans to be adopted by the ACTIA and ACCMA Boards, and make any final changes requested by the Boards.

The Plans should be concisely written documents with a significant number of new graphics. A key goal of this update is to make the extensive data, resources and recommendations in both plans more easily accessible to users by highlighting relevant data; adding new, easily understandable graphics, charts, maps and photos; and utilizing online and interactive technology. Some photos will be provided by ACTIA and the ACCMA and other photos should be provided by the consultant.

*Deliverable 4C.1: Administrative Draft Plans - 4 copies of each document.*

*Deliverable 4C.2: Draft Plans - 50 copies of each document.*

*Deliverable 4C.3: Final Draft Plans - 50 copies of each document and pdf files.*

*Deliverable 4C.4: Final Adopted Plans - 125 copies of each document and pdf files.*

## Optional Task 5: Toolkit/Design Guidelines

As budget is available, the Consultant will recommend and develop bicycle/pedestrian toolkits and/or design guidelines, building on the existing resources in Alameda County and beyond.

In 2006, a Toolkit for Improving Walkability in Alameda County was developed and adopted with the Pedestrian Plan. This Toolkit was reviewed and updated in June 2009 with new resources and new web links added.

As budget is available, the consultant will provide recommendations on the following:

- a. An approach to reformatting the current print-layout Toolkit document for the web, to increase its use and accessibility.
- b. Modifications that would be needed to expand this Toolkit to also apply to bicycling, including a description of additional content needed.
- c. Existing design guidelines and/or best practices that could be used when evaluating countywide discretionary grant capital projects. The recommendation should include how the document may need to be revised to apply to Alameda County, and any limitations on using them for this intended purpose.
- d. With input from the Working Group, the development of a new technical toolkit based on best practices from throughout Alameda County, including a table of contents.

The funding and level of effort needed to implement the above recommendations will be developed.

The implementation of one or more of these recommendations may then be requested as budget is available.

*Deliverable 5.1: Recommendations on improving the use of toolkits and design guidelines in Alameda County, with cost estimates for implementation.*

*Deliverable 5.2: Implementation of one or more toolkit/design guidelines recommendations.*