



City of Emeryville
CALIFORNIA

PROFESSIONAL SERVICES CONTRACT

FIRST AMENDMENT

THIS FIRST AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT

("Amendment") is effective as of _____ (the "Effective Date"), by and between **THE CITY OF EMERYVILLE**, a municipal corporation, ("City") and **ALTA PLANNING + DESIGN INC.** ("Contractor"), individually referred to as a "Party" and collectively as the "Parties".

WITNESSETH THAT

WHEREAS, the City and Contractor entered into a Professional Services Contract dated NOVEMBER 20, 2020 ("Contract") for the purpose of retaining the services of Contractor to provide Active Transportation Plan; and

WHEREAS, the City and Contractor desire to amend the Contract; and

WHEREAS, the public interest will be served by this Amendment.

NOW, THEREFORE, the Parties hereto do mutually agree as follows:

1. AMENDMENT

The Parties agree to amend the Contract as checked below:

1.1 Exhibit A

- ☐ Exhibit A of the Contract is hereby amended in its entirety and replaced with **Exhibit A-**Revision Number;

OR

- ☒ Exhibit A of the Contract is hereby amended to include the provisions of **Exhibit A-1**, attached hereto and incorporated herein by this reference.

1.2 Termination Date

- ☐ The Parties desire to extend the termination date. Section 1.3 of the Contract is hereby amended to extend the termination date to **NEW END DATE**.

FOR CITY USE ONLY

Contract No.		CIP No.	
Resolution No.		Project No.	

1.3 Total Compensation Amount

- ☒ The Parties desire to increase the Total Compensation Amount as set forth in Section 3.2 of the Contract by **SIXTY THOUSAND DOLLARS AND NO CENTS (\$60,000.00)**. The total amount paid under the Contract as compensation for Services performed and reimbursement for costs incurred shall not, in any case, exceed **FOUR HUNDRED AND TWENTY-FIVE THOUSAND DOLLARS AND NO CENTS (\$425,000.00)**.

2. CONTINUING EFFECT OF CONTRACT

Except as amended by this Amendment, all other provisions of the Contract remain in full force and effect and shall govern the actions of the Parties under this Amendment. From and after the date of this Amendment, whenever the term "Contract" appears in the Contract, it shall mean the Contract as amended by this Amendment.

3. ADEQUATE CONSIDERATION

The Parties hereto irrevocably stipulate and agree that they have each received adequate and independent consideration for the performance of the obligations they have undertaken pursuant to this Amendment.

4. SEVERABILITY

If any portion of this Amendment is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

5. WAIVER

The City's failure to enforce any provision of this Amendment or the waiver in a particular instance shall not be construed as a general waiver of any future breach or default.

SIGNATURES ON FOLLOWING PAGE

6. SIGNATURE PAGE TO PROFESSESIONAL SERVICES CONTRACT
FIRST AMENDMENT

IN WITNESS WHEREOF the City and the Contractor have executed this Contract,
which shall become effective as of the date first written above.

Approved As To Form:

DocuSigned by:
John Kennedy
2C934D02DB55467...
City Attorney

Dated: CITY OF EMERYVILLE

City Manager

Dated: ALTA PLANNING + DESIGN INC.

10/27/2022

DocuSigned by:
Brett Hondorp
72FC6211F2D745E...
Brett Hondorp, President (Signature)

Attach: W-9 Form	Attach: Business License Certificate	Attach: Insurance Certificate and Endorsements

Scope of Work

Task 1: Project Initiation and Management

TASK 1.1 PROJECT KICK-OFF MEETING

At the outset of the project the Alta team will plan and facilitate a project kick-off meeting to confirm the scope and schedule, identify points of contact, and discuss key initial data needs. The schedule will include a project delivery timeline that accounts for public participation and feedback.

TASK 1.2 PROJECT MANAGEMENT

For ongoing project management, we will set up regular check-in meetings via phone conference on a monthly basis to keep the project on schedule and on budget, while continuing to meet expectations. Alta will prepare meeting minutes covering the discussion items and a list of follow-up tasks with the responsible party for each task, in a Status of Open Items (SOI) format. Alta will also provide monthly project status updates that will include a table of tasks, budget allotted, budget used, percent of task budget used, and percent of task completed.

Task 1 Deliverables:

- Kick-Off Meeting Packet (Agenda, Schedules) and Meeting Notes
- Data/Planning Documents Needs Memo
- Project Timeline
- Monthly Conference Calls (Agenda and Call Notes)
- Monthly Progress Status Updates

Task 2: Outreach and Public Engagement

2.1 OUTREACH PLAN AND STRATEGY

As a first step, the Alta team will work with City staff to lay out an overall outreach and public engagement strategy. The public outreach and engagement plan will identify key goals, project milestones, audience types, translation/interpretation needs, and communications tools, and then organize these concepts into a schedule of activities with roles and responsibilities for each task.

A key element of our outreach will be to engage major employers; local business owners; and community leaders representing diverse neighborhoods, interest groups, and constituencies throughout Emeryville. The Alta team will review strategies and results of previous outreach efforts. Alta will seek to understand the geographic diversity of outreach efforts, major themes and issues raised by residents and businesses, and engagement strategies that generated the highest levels of participation. Communities that were not reached by initial efforts can be systematically identified and outreach efforts can be directed toward them through the following tasks. The public outreach and engagement plan will be documented in a draft memo for review by the City. Each engagement activity will be documented and summarized in the final plan.

The outreach process will involve three phases:

Outreach Phase	Phase Name	Objective
1	Listen and Learn	Understand the unmet walking and bicycling needs for Emeryville's residents, commuters, and visitors.
2	Build Consensus	Provide opportunities for the public and stakeholders to refine project and program recommendations, inform the prioritization and implementation process, and review the draft plan and environmental documents.
3	Approve and Adopt	Present the draft plan to City commissions, committees, and Council for review and formal approval/adoption.

2.2 BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE (BPAC) AND TRANSPORTATION COMMITTEE COORDINATION

The City's Bicycle and Pedestrian Advisory Committee (BPAC) is a critical partner in helping the City develop a high-quality plan update that reflects the community's needs and vision. Alta proposes meeting with the BPAC and/or a BPAC ad-hoc subcommittee up to nine (9) total meetings to gather input, obtain feedback on goals, products and plan deliverables, discuss outreach methods and effective strategies, and encourage members to help promote engagement activities.

Alta will also meet with the City's Transportation Committee up to four (4) total meetings to gather input, and obtain feedback on products and plan deliverables. The first two set of meetings (December 2021 and January 2022) will be used to present draft recommendations to Transportation Committee and receive feedback. The second set of meetings (spring/summer 2022) will be used to present draft policies and draft prioritization to Transportation Committee and receive feedback.

2.3 NEIGHBORING JURISDICTION MEETING

Alta will facilitate a virtual meeting with the City of Berkeley, City of Oakland, and Alameda CTC to review the draft plan and collect feedback. Alta will prepare an agenda and take notes.

2.4 COMMUNITY ENGAGEMENT

2.4.1 Listening Sessions/Presentations

Alta will conduct up to four (4) presentations to a standing City committee, commission, or Council, and three (3) in-person or video teleconference small focus group listening sessions and one (1) youth-focused interactive listening session. Alta will provide \$20 giftcards to Safeway/Pak 'n Save to focus group participants in the disability and parents groups to compensate for their time and incentivize participation. Alta will provide \$50 giftcards to Safeway/Pak 'n Save to focus group participants in the hotel/restaurant/retail listening session to further incentivize participation. Alta assumes up to 15 participants for each of the three (3) focus group listening sessions or \$1,070 cumulatively. Alta will prepare a recruitment poster for the hotel/restaurant/retail listening session and will distribute the poster to managers at hotel/retail/restaurant locations to post in break rooms or other message board locations.

2.4.2 Tours

Building off the successful recent BPAC walking and bicycling tours, Alta will lead socially distant, mask mandatory, small group walking and bicycle tours each in a different part of Emeryville and invite elected officials, BPAC members, City staff, and a limited number of community members to participate. The routes will include stops to document and discuss existing conditions, brainstorm recommended improvements, and visit locations where new facilities have already been planned or built. Alta will also use the walking and bicycle tours as an opportunity to “calibrate” survey results and evaluate potential recommendations. By using a quick hand-raising poll of the group after riding/walking through specific corridors, crossings, or intersections, Alta can link back to the survey results and further refine recommendations. Alta will host one (1) bicycle tour and two (2) walking tours. Alta will document input from each tour in a memo.

2.4.3 Community Meetings

As COVID-19 limits our ability to meet in large groups, Alta has had great success in converting traditional in-person meetings to virtual community workshops. Alta will utilize Zoom online meeting platform and broadcast the meeting in real-time on YouTube and Facebook live. Alta may use breakout rooms to facilitate small group discussions, simulating how people would interact with Alta staff at an in-person workshop station. Alta will staff each meeting with fluent Spanish speakers so that language is not a barrier for those who primarily speak in Spanish. At the City’s direction, Alta can purchase caption services for English to support hearing impaired participants and other languages for an additional cost.

Alta will work to incorporate multiple methods of interaction during public workshops, including fun exercises that engage the public at important stages in the process. Alta will provide materials in English and Spanish and provide Spanish-speaking staff at each workshop. At a minimum, we anticipate three workshops will be conducted for this planning process, including:

Meeting 1: The first workshop will focus on gathering information on the strengths, weaknesses, opportunities, and threats of the bicycle and pedestrian network. The workshop will involve a facilitated interactive mapping exercise where community members identify biking and walking facilities on the map that they like and use and areas that they don’t like or don’t use and why.

Meeting 2: Based on existing conditions analysis, feedback from the stakeholder committee, and feedback from Workshop #1, a summary of existing conditions will be presented as well as proposed programs and improvements to the network. Participants will provide feedback on what they like and what is missing through a facilitated discussion combined with a survey.

Workshop 3: This will be a modified open house to enable easy participation by City residents. Rather than running through a presentation, we recommend a set of stations that present a variety of methods for gathering input, including tabletop stations with maps and other information, informal voting exercises that allow participants to quickly react to proposed concepts, and comment forms for more free-form or open-ended comments.

For all three public meetings, Alta will develop flyers, draft agenda, presentation materials, maps, methods to gather input, and summary notes. The City of Emeryville will secure the meeting location (unless the meeting is moved to an online format) and distribute noticing.

2.4.4 Virtual Engagement

ONLINE SURVEY

It is critical to survey the community to establish a profile on the communities’ existing travel modes and frequencies, demographics, location-specific barriers, and issues preventing people from bicycling and walking more and how different facility types may help overcome those barriers and issues. The Alta team

will create an online community survey in English and Spanish to help establish this profile. Our in-house team has created numerous online surveys with clean, compelling, easy-to-use interfaces. The software provides back-end data collection features that can convert data into clean graphs or allow it to be downloaded into a spreadsheet for further analysis. We will also be able to view the number of “unique visits” and survey response rates. We will have printed copies of the survey available at in-person events for those with limited internet access. Alta will provide two (2) prizes of \$100 each to incentivize survey participation. The prizes will be distributed as a gift card to a local Emeryville restaurant.

Alta proposes noticing the survey via three methods:

- **Mail.** Alta will design a bilingual postcard to be printed and mailed to 19,000 households and businesses in Emeryville. Alta will use a third-party vendor that maintains a consumer address list and will print and mail the postcards.
- **Social Media/E-Newsletters.** In addition to having the City and stakeholders post the survey through their social media channels and e-newsletters, Alta will design and purchase a social media ad campaign using Facebook, Instagram, and Google. Alta will target the ads to the 94608 zip code (the smallest geography available) to capture people living, working, or passing through Emeryville. We have found social media ads to be helpful in reaching populations not typically reached through normal noticing practices.
- **Sidewalk Decals.** Alta will design and place temporary sidewalk decals on sidewalks and near bike racks throughout Emeryville. The twenty inches by twenty inches adhesive decals will include a URL link and QR code for the online survey. All decals will be placed on public right-of-way with the approval of the City.

ONLINE INTERACTIVE ENHANCED WEBMAP

- **Alta will build and host** a map-based activity that prompts the visitor to place points and/or lines on an interactive map of Emeryville to highlight specific areas of concern and enter a text comment with details for each of the markers they place on the map. The tool will be structured to enable users to provide feedback in the form of points and lines on the map with information such as:
 - Bicycle/pedestrian network gaps
 - Frequently used routes
 - Difficult crossings
 - Origins and destinations
 - Desired transportation and recreational routes
 - Desired bike parking and other support facilities
 - Desired bicycle/pedestrian/transit integration improvements
- Alta will update the map-based activity to show project recommendations to the public in the second round of outreach. Community members will be able to view project recommendations and provide feedback through comments, likes and dislikes.

In addition to the map-based activity, the web map will include additional project content to serve as a standalone web presence for the project. Alta will install a translation widget for three languages and track website analytics for language translation.

Task 2 Deliverables:

- Community Outreach Strategy Memo
- Presentations (4)
- Focus Group/Listening Sessions (3)
- BPAC Meetings (9)
- Neighboring Jurisdiction Meeting (1)
- Bicycle tour (1)

- Walking tours (2)
- Community Meetings (3)
- Online Survey
 - Postcard Notices
 - Social Media Ads
 - Sidewalk Decals
- Online interactive webmap

Task 3: Existing Conditions and Needs Analysis

The existing conditions and needs analysis will provide a comprehensive and robust data-driven understanding of how people walk and bike through Emeryville and the barriers to increasing more people using active transportation.

3.1 EXISTING PLANS, POLICIES, AND PROGRAMS

Alta will review and compile existing City goals, policies, programs, and performance metrics supporting pedestrian and bicycle mobility. The Alta team will work with the City to assess progress in meeting the existing active transportation plan's vision, goals, policies, and recommendations. Alta will develop an evaluation matrix in Microsoft Excel to identify which action steps have been completed, partially completed, or not started. The matrix will benchmark those existing policies and performance metrics against regional and national best practices, including new bicycle technology (e-bikes and cargo bikes) and shared micromobility (e-scooters). We will investigate action steps that have been challenging to complete and consider adjustments and policy implications. An example could be the bicycle boulevard performance goals citywide and for Horton Street, in particular, that have been challenging to monitor and maintain given the redevelopment of the Sherwin-Williams site. Alta will document how the City's Complete Streets Policy and development review process has been used to assess and realize implementation of the existing plan. Alta will also catalog which education and encouragement programs are offered (by the City or others), how data is collected and reported, ways in which the public is involved in project delivery, and how enforcement is addressed. Re-assessing all implementation guidelines will be a priority so that staff resources are allocated effectively in subsequent tasks.

It is assumed that this plan will reference and expand upon the following list of adopted goals, policies, and metrics. **Note:** Items with an asterisk will be summarized by the City and information shared with Alta. Items in **bold/blue** were authored by Alta Planning + Design.

Documents to be reviewed include:

Emeryville

- **Pedestrian and Bicycle Plan 2012***
- Pedestrian and Bicycle Plan Status Update 2017*
- General Plan 2010*
- General Plan Annual Progress Report 2019*
- Complete Streets Policy 2013
- Capital Improvement Program 2019*
- Bicycle/Pedestrian Advisory Committee Wish List 2017*
- Age-Friendly Initiative Community Concerns 2019*
- Summary of items from BPAC minutes 2018-19
- Design Guidelines 2010 Amended 2015
- Major Development Projects List 2020
- Powell Street Study 2020
- Parking Section of Planning Regulations 2020

- 40th and San Pablo Bus Hub Project Conceptual Design 2020

Berkeley

- **Bicycle Plan 2017***
- Pedestrian Plan to be released in 2020*

Oakland

- **Let's Bike Oakland 2019***
- Oakland Walks 2017*
- Alameda County Transportation Commission (ACTC)
- Countywide Multimodal Arterial Plan 2016*
- Active Transportation Plan 2020
- Local Bicycle and Pedestrian Master Plan Guidelines 2019
- Safe Routes to School Audits for schools located in Emeryville
- Metropolitan Transportation Commission (MTC)
- Plan Bay Area: Regional Transportation Plan and Sustainable Communities Strategy Adopted 2013-2040 or Draft 2021-2050
- Bay Area Air Quality Management District
- Clean Air Plan 2017*

Caltrans

- Bicycle Transportation Account Guidelines*
- Transportation Plan 2040 2016*
- **Toward an Active California PBP 2017***
- **District 4 Bike Plan 2018***

3.2 EXISTING CONDITIONS

Our team will collect available mapping data (in ArcView GIS-compatible format) to be used in preparing existing conditions base maps. Requested mapping data would include ESRI shapefiles of street centerlines, right-of-way widths, railroads and utilities, land uses, existing bicycle/pedestrian facilities such as sidewalks, bike lanes and shared use paths, street trees, transit facilities, water bodies, and other barriers. Alta will collect base mapping data from the City of Emeryville as well as US Census data and other partner agencies such as AC Transit and BART, Alta will map walking and bicycle commute data by Census Tract and evaluate trends over time. Using the Alameda CTC Bicycle and Pedestrian Demand Tools and National Household Travel Survey (2017), Alta will provide estimated existing active mode trips in absolute numbers and as a percentage of all trips for commuting, utilitarian, and social/recreational trips. Alta will update the City's bikeway GIS data consistent with Caltrans Class I, II, III, IV classifications as well as Alameda County Transportation Commission sub-classifications as appropriate. Alta will create a base map and map series documenting existing conditions, including gaps in the network and any information gathered through recent Safe Routes to School audits at Anna Yates School and/or Emery High. At the end of the project, Alta will provide the City with all GIS shapefiles and attribute tables collected and used in our analysis.

3.3 ACTIVE TRANSPORTATION NETWORK ANALYSIS

Active transportation network analysis refers to the variety of ways we measure how everyone can easily and safely get where they need to go by walking or bicycling. Alta will conduct network analysis to answer three big questions:

- Where do people want to go and can they travel there easily by walking or bicycling? To answer this question, we will perform Task 3.3.1 Connectivity Analysis.
- Are people able to walk and bicycle safely? To answer this question, we will perform Task 3.3.2 Safety and Comfort Analysis.

- Does everyone have equitable access to walking and bicycling infrastructure? To answer this question, we will perform Task 3.3.3 Equity Analysis.

The results of these analyses will help us understand the current performance and potential opportunities in the City's multimodal transportation system, with a focus on results that are easy to communicate and inform opportunities and constraints, project recommendations, and prioritization.

3.3.1 Network Connectivity Analysis

Alta will develop both Bicycle and Pedestrian Level of Traffic Stress scores for roadway segments. This analysis will score roadway and shared-use path segments on a four-point score, with LTS 1 segments providing the most comfortable route and LTS 4 segments representing the least comfortable route options. Scores are based on roadway characteristics and availability of bicycle or pedestrian facilities, including sidewalk presence and width, posted speed limit, number of lanes, and buffer space that separates sidewalks from general purpose travel lanes. Based on data availability, assessment of crossings may also be supported. Results will be summarized to a standardized hexagon grid for display purpose, depicting a heat map that shows the average distance from that hexagon to various destinations. This heat map will be used to understand current travel opportunities, confirm network barriers and opportunities, and inform project development.

3.3.2 Safety Analysis

The project team will gather and map bicycle and pedestrian crash data from TIMS and SWITRS and supplement with more recent data from the City's Police Department, specifically for severe crashes that could affect prioritization that haven't been processed through SWITRS yet.

3.3.3 Equity Analysis

Alta will evaluate how active transportation needs and challenges impact disadvantaged communities in and near Emeryville. Alta's equity analysis process uses defined equity indicators, which are factors derived from US Census, MTC, and other public data that have historically been connected to disadvantaged and vulnerable populations, including concentrations of children, older adults, people of color, people with limited English proficiency, low educational attainment, households with no access to a vehicle, and low-income individuals. Equity scores will be mapped and compared to existing infrastructure.

The equity analysis will be expanded to include not just those that live in and near Emeryville but also those that work in Emeryville and pass through Emeryville on foot or by bicycle. This may include people who work at large businesses in Emeryville and also may include "invisible populations" such as day laborers. Identification of those who work in Emeryville will be done using the US Census OnTheMap tool. Identification of "invisible populations" will be done through community partners during the outreach stage.

3.4 EXISTING CONDITIONS AND NEEDS ANALYSIS RESULTS

Alta will consolidate the information developed through the preceding tasks into a presentation. Alta will submit the presentation to the City for feedback. Alta will revise text and supporting figures, tables, and maps one (1) time based on a single set of consolidated internally consistent comments and track changes and will incorporate it into the administrative draft plan.

Task 3 Deliverables:

- Existing Goals and Policies Matrix (Microsoft Excel)
- Existing Conditions Maps (PDF)
- Bicycle Level of Traffic Stress Map (PDF)
- Pedestrian Level of Traffic Stress Map (PDF)
- Bicycle and Pedestrian Collision Maps and Diagrams (PDF)
- Equity Analysis Map (PDF)

- Existing Conditions and Needs Analysis Results Draft and Final (Microsoft PowerPoint)

Task 4: Pedestrian and Bicycle Recommendations

4.1 PROPOSED VISION, GOALS, OBJECTIVES, AND ACTION STEPS

Based on a review of existing plans, existing conditions, needs analysis, and community input, Alta will develop a vision statement for the draft active transportation plan. The vision will be a broad and inspirational statement that presents the desired future state related to pedestrian and bicycle travel. The goals will be a broad statement of what the City and its residents hope to achieve over time. Objectives and action steps will include action-oriented statements and proposed changes to City ordinances, internal policies, or operating procedures to support the implementation of the active transportation plan. Alta will work with City staff to identify aspirational, but achievable bicycle and pedestrian mode share, collision, serious injury, and fatality reduction goals. The Alta team may recommend additional goals such as those related to safety, based on input from the community, stakeholders, and peer cities.

4.2 PROPOSED PEDESTRIAN AND BIKEWAY NETWORK

The Alta team will recommend a proposed pedestrian and bikeway network informed by stakeholder and community input and the existing conditions and needs analysis performed in previous tasks. The Alta team will work with City staff to identify which design guidelines to use to determine bikeway geometry, striping, and traffic control devices and then evaluate potential changes in the pedestrian and bikeway network. Alta will produce a series of maps and tables that include:

- Proposed pedestrian facilities including sidewalks, infrastructure relocations, crosswalks, signal changes, ramps, curb extensions, refuge islands, landscaping, pedestrian bridge lighting, new paths, and path improvements
- Proposed intersection and crossing improvements along the network which may include RRFBs or Pedestrian Hybrid Beacons at currently uncontrolled crossings, or upgrading signalized intersections to provide additional channelization or to fully protected intersections depending on the approach facility design
- Proposed bicycle facilities including bike lanes, buffered bike lanes, separated bikeways, bicycle boulevards, and shared use paths. Alta will utilize the standard Caltrans bikeway classification system and could combine it with the Alameda CTC bikeway classification subcategories at the City's direction.
- Proposed "All Ages and Abilities" Network of low-stress facilities that form the backbone of the bicycle and pedestrian network
- Proposed traffic calming enhancements on current or proposed Bicycle Boulevard/neighborhood greenway type Class III facilities

Other Considerations

- Placemaking and Public Art. Alta will also look for ways to co-align recommendations with locations to create inviting spaces for people who are walking or cycling. We will help implement the Emeryville Public Art Master Plan by considering artist-designed functional elements for installation along the bikeways, trails, and gateway.
- Conflicts with Other Modes. Alta will include information on truck routes, avoid overlap where possible, and suggest decision-making process when proposed network changes might impact goods movement via those streets. The Alta team will take an objective approach in identifying space limitations (generally the existing roadway curb-to-curb widths); we will present the preferred and minimum widths of the facilities that the City is considering, and then identify the potential tradeoffs within the options for reallocating space from existing conditions (e.g., redesignating space from an existing vehicle travel lane versus existing on-street vehicle parking).

- **Sea Level Rise and Bay-Friendly Landscaping.** As a coastal community, Emeryville must be conscious of flooding and sea level rise. Alta's Sea Level Rise and Flooding Analysis will use a mixture of local data, Climate Central's Surging Seas tool, and NOAA Coastal Flood Exposure mapping to identify areas at high risk of flooding on the plan timeline and areas predicted to be permanently inundated on the plan timeline. These analyses will be overlaid with recommendations to plan for more resilient infrastructure in areas at high risk of flooding and to deprioritize new projects in areas at risk for inundation. All project elements will be selected to meet Bay-Friendly Landscaping principles as much as possible.
- **Wayfinding.** Alta will include information on wayfinding design principles.

4.3 PROPOSED POLICIES AND PROGRAMS

Using the research conducted in Task 3.1 Existing Plans, Policies, and Programs, Alta will propose new and modified City policies and programs to answer questions that may include, but are not limited to:

Policies

- Are Emeryville's dockless shared mobility regulations in alignment with its neighboring jurisdictions? If not, what modifications might be appropriate for the City to consider?
- Are the City's bicycle parking design requirements for new development and public locations providing enough convenient and secure parking to meet demand? If not, what modifications might the City consider?
- Does the City have a policy for requiring bicycle parking at large events? What should the City consider to craft a policy?
- Does the City have a policy or standard operating procedure to rapidly respond to address safety problems for bike and pedestrian collisions through quick-build design and implementation? If not, what policy framework should the City consider?
- How are the public and stakeholders involved in the design process for large capital projects? What efforts are made to include disadvantaged communities? What principles should be developed to guide this process?
- When and how should the City use pilot/demonstration/tactical urbanism projects as part of the project planning and delivery?
- What is the City's capital improvements program policy or standard process for maintaining bicycle and pedestrian infrastructure?

Education Programs

- Which aspects of the Alameda County Safe Routes to School Program are working effectively for Emery Unified School District and which areas could be enhanced through increased City involvement?

Encouragement Programs

- What partnerships are most effective to encourage more adults and kids to walk or bike more often?
- How can the City encourage local employers to become Bicycle Friendly Businesses?

Evaluation Programs

- Which data is important and cost-effective for City staff to collect?
- How often should data be reported and in what format?
- Does the City maintain a database to collect and track bicycle and pedestrian infrastructure suggestions from BPAC, City Council, and/or the general public? Is there a low-cost, easy way to do this using the City's existing online resources?

Enforcement Programs

In response to the Black Lives Matter movement, the League of American Bicyclists, Vision Zero Network, and Safe Routes to School National Partnership have de-prioritized or eliminated enforcement from their programs. While still needing to enforce local traffic laws, what is the best way for Emeryville to promote just treatment and safer behaviors for all?

4.4 PEDESTRIAN AND BICYCLE RECOMMENDATIONS RESULTS

Alta will consolidate the information developed through the preceding tasks into a presentation. Alta will submit the results to the City for feedback. Alta will revise the text and supporting figures, tables, and maps one (1) time based on a single set of consolidated internally consistent comments and track changes and will incorporate it into the administrative draft plan.

4.5 BICYCLE PARKING STANDARD DETAILS

Alta has delivered easy-to-follow, Caltrans and MUTCD compliant guidelines to dozens of clients in California. Alta will review and recommend updates to existing City design standards based on best practice sources, guidelines, and City staff input. Alta will prepare a draft and revise 2 times based on City staff comments.

Alta will develop standard details for bicycle parking for:

- Short Term Parking
- Long Term Parking

Task 4 Deliverables:

- Proposed Vision, Goals, Objectives and Action Steps (Microsoft Word)
- Proposed Bicycle and Pedestrian Network (PDF & Microsoft Excel)
- Proposed Policies and Programs (Microsoft Word)
- Pedestrian and Bicycle Recommendations Results Draft and Final (Microsoft PowerPoint)
- Bicycle Parking Standard Details (PDF)

Task 5: Implementation Strategy

5.1 PRIORITIZATION PROCESS

Alta recommends a project prioritization process that uses the following principles:

- Responds to the goals and policies established for the plan. A good prioritization process can draw a clear line from the goals of the plan and the measures and process for prioritizing projects.
- Builds on the best quality data and analysis developed for the plan. Ultimately, projects for this plan will be developed that increase active transportation, improve safety, and supports other key goals from the General Plan. Using data from the needs analysis, Alta will help Emeryville develop measures that capture meaningful impacts of proposed projects.
- Connects to a strategic vision for the City's active transportation network. A prioritized list of projects should consider not just how good any one project is, but how it helps build a connected and comfortable network for riders of all ages and abilities. Especially for a bicycle and pedestrian plan, it is important to consider the cumulative benefits of multiple projects together.
- Distinguishes projects by tier. Focusing on qualitative differences in projects can be more useful than making fine distinctions between projects. A good prioritization process can only take into account a limited set of data and information and should avoid creating a false sense of precision.
- Provides flexibility for City staff to respond to funding availability and synergy with redevelopment projects.
- Can be easily updated through time as projects are implemented and network gaps change.

Alta will work with the City to develop a clear, repeatable process and apply it to the list of projects developed in Task 4.2. Projects will be mapped by prioritization tiers. A separate prioritization methodology will be developed and applied to the programs proposed in Task 4.3. Alta will develop a clear, graphical method for displaying project and program prioritization with realistic phasing assigned to lead departments/organization partners.

5.2 COSTS AND FUNDING

COST ESTIMATES

For linear improvements (e.g., paths, sidewalks, and bikeways), the Alta team will develop cost estimates on a per-mile basis with clearly stated assumptions on quantity of striping, paving, and other features. The Alta team will draw on the Alameda CTC Bicycle and Pedestrian Cost Estimating Tool as a starting point for planning-level facility costs. We will supplement these costs with the City's recent construction bid results and final closeout costs for recent projects like the Shellmound Street separated bikeway. We will consult with City staff to learn about utility conflicts and other unforeseen costs encountered during construction. Within each facility type or classification, we will identify between two and four subcategories to reflect cost differences due to the number of lanes, auxiliary work (e.g., demolition of existing facilities and repaving), and other features, as needed.

For intersection improvements, we will develop cost estimates based on type of intersection control (e.g., yield, STOP and signals), intersection size (approach and departure lanes), improvement scope, and auxiliary work. Equipment assumptions will be clearly quantified (e.g., number of signal heads, signals, pavement markings and corner modifications) to allow for later cost refinement and adjustment.

For all cost estimates, the Alta team will factor the construction cost estimate upward with a contingency factor to capture potential construction "hard costs" that will be identified during detailed design, e.g., utility upgrades or relocation, equipment upgrades, wayfinding and landscaping. A cost allowance may also be applied to reserve funds for placemaking and public art. The total per-mile construction cost will similarly be factored upward to capture construction "soft costs" for further planning, coordination, environmental clearance, permitting, surveying, and detailed design.

Detailed cost estimates will be generated for up to two conceptual design corridors using preliminary engineering quantity takeoffs (e.g., LF, SF, tons) from the conceptual design projects (see Task 5.3)

The Alta team will provide an estimated annual maintenance cost for each project. Alta will also evaluate Emeryville's staff capacity to implement the Active Transportation Plan and document any possible staff resource needs.

FUNDING

A critical question for any active transportation project is how to fund the proposed improvements both initially and to maintain them over time. Alta will research Emeryville's past expenditures for bicycle and pedestrian facilities and programs, estimate future funding available through the City's capital budget, and identify the gap in funding needed to implement the Active Transportation Plan.

The Alta team will leverage its knowledge of funding for active transportation projects to develop a comprehensive list of funding streams for project implementation. We will work with City staff, regional partners, and stakeholders to identify available funding sources for further planning, engineering, and construction work related to each project. There are a wide range of federal, state, regional, county, and local funding sources that may be appropriate for projects identified in this plan, including the Highway Safety Improvement Program (HSIP), BUILD grants, Active Transportation Program (ATP), County sales tax funds, and others. Where projects align with municipal and county plans, there may be significant opportunities to identify project segments for quick-win funding and implementation.

5.3 CONCEPT DESIGNS

For up to six (6) locations, the Alta team will develop conceptual plans using AutoCAD to further the design for specific facilities within the recommended network. With the CAD base map, the study corridor will be presented on a scaled aerial base at 1-inch = 20-foot scale or greater with existing curb lines, curb ramps, and above-ground utilities drawn. Bus stops and other on-street uses will be noted with callouts. Existing and proposed curb-to-curb and lane widths will be clearly dimensioned. Utility, striping, signage, and traffic signal symbols will match the Caltrans Standard Plan style template.

The conceptual plan will show in plan view the proposed infrastructure improvements, with clear delineation on proposed curb lines, lane lines, pavement markings, and color treatment. The plans will show grade transitions (e.g., curb ramps) and potential earthwork infrastructure (e.g., retaining walls), and will identify potential conflicts with above ground utilities. Underground utility locating will be deferred to later design phases. Intersections with proposed geometric modifications will be tested using AutoTurn software for design vehicle traffic paths through critical vehicle turn movements.

We will perform quantity takeoffs of the major construction items shown on the conceptual plan, which may include square footage of demolition, paving, landscaping, and pavement markings; linear feet of striping and curb and gutter; and counts of signal equipment, signs, bollards, and other features. We will use these construction item quantity takeoffs to develop a refined conceptual cost estimate suitable for grant application.

At signalized intersections, the existing and proposed traffic signal phasing will be noted in a phasing diagram. Traffic analysis for reconfigured intersections is not proposed as part of this task.

These concept designs may be used in the City's capital budget process or future grant applications (see Task 8: Grant Writing Assistance).

5.4 IMPLEMENTATION STRATEGY MEMO

Alta will consolidate the information developed through the preceding tasks into a memo. Alta will also forecast bicycle and walking trips in the plan area using the Alameda CTC Bicycle and Pedestrian Demand Tools. Alta will submit the memo as a Microsoft Word document to the City for feedback. Alta will revise the memo text and supporting figures, tables, and maps one (1) time based on a single set of consolidated internally consistent comments and track changes and will incorporate it into the administrative draft plan.

5.5 WAYFINDING STRATEGY

5.5.1 Wayfinding Signage Design

Alta will develop two unique wayfinding design alternatives that can be applied to different sign types. Each design alternative will show examples for up to 7 sign types (e.g. decision, confirmation, turn, street/trail intersection, secondary access, pavement markings for trails/sidewalks, and/or kiosk). See Figures 1 and 2 for examples. Alta's environmental graphic design team will facilitate an iterative process that involves gauging visual and brand preferences, developing draft concepts, leading a City staff and stakeholder decision process, and finalizing the preferred concept. Alta will work with stakeholders to select one preferred wayfinding design alternative to move forward. Alta has budgeted four meetings, which may be a combination of BPAC and Transportation Committee presentations. Signs will incorporate destination icons to be developed through a separate design process. Note: Destination icons will be developed separately and Alta will create placeholder space on the respective sign type designs.

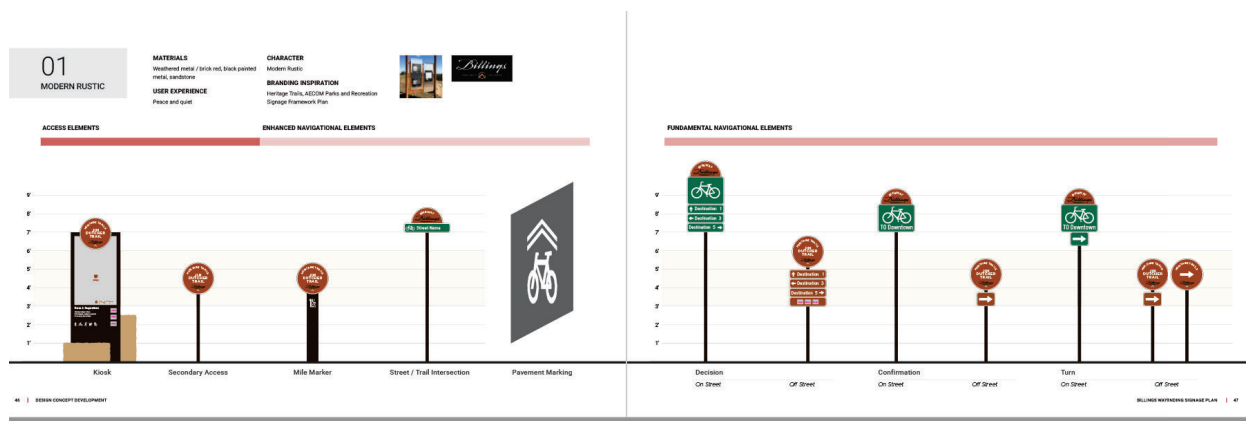


Figure 1. Example of one wayfinding design alternative.

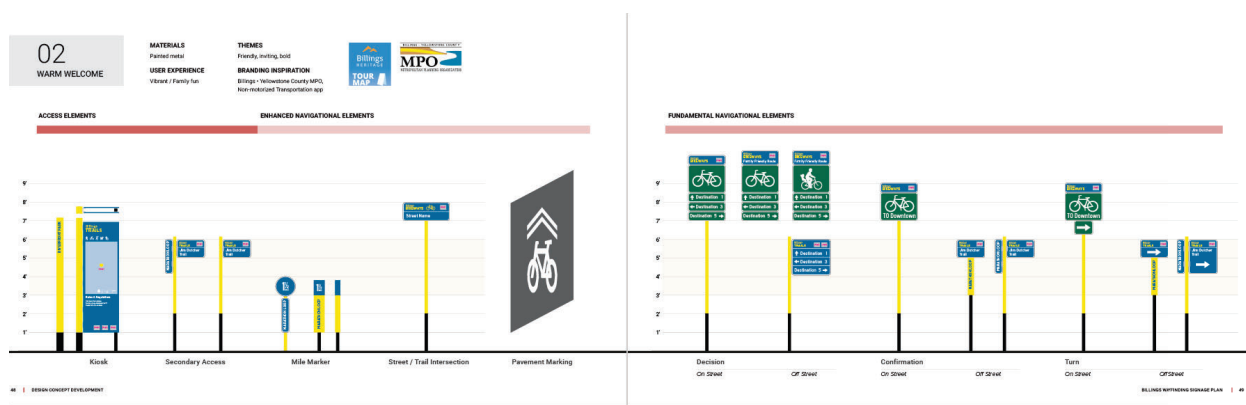


Figure 2. Example of one wayfinding design alternative.

5.5.2 Sign Placement and Programming

Alta will work with City staff, stakeholders on the BPAC, the Transportation Committee and the general public to identify regional and community attractors in Emeryville that should be considered as destinations in the wayfinding system. Alta will also develop a destination hierarchy based on each destination's regional significance, which will directly impact at which point destinations should be considered for inclusion on any given sign.

Alta will identify sign locations, types, and programming for priority routes for up to 100 signs in a digital format. Alta will coordinate with City staff and stakeholders to determine which routes will be prioritized for this task. Alta's wayfinding team will develop sign placement and messaging based on destinations identified and available routes based. The deliverable for this task will include a digital GIS or KMZ file that identifies sign locations as well as an attribute table that outlines sign type and sign messaging.

5.5.3 Design Intent Drawings

In addition to the editable art files developed as part of Task 5.5.1 that specify fonts, type size, and color, Alta will provide the City with design intent drawings for up to 7 signs that provide the level of detail necessary for a sign fabricator to develop an accurate bid (including materials, colors, overall dimensions, and type specifications). The deliverable for this task will be a package of editable art files for each sign type (vector format) that the City and/or sign fabricators can use to program based on provided sign schedule and print signs. Signs will follow standard city details for mounting and installation in the public right-way. Potential custom mounting details, or any structural footings or calculations would be provided by a sign fabricator and approved by the City through shop drawings. The City is to provide front end

specifications. Note: Destination icons will be developed separately and Alta will create placeholder space on the respective design intent drawings. Icon size to be provided by City.

5.5.4 Wayfinding Cost Estimates

Based on the final placement plan and design intent drawings, Alta will work with local sign fabricators to develop planning-level cost estimates for each sign type.

Task 5 Deliverables:

- Prioritization Process Methodology and Results (Microsoft Word and Excel)
- Cost Estimates (Microsoft Excel)
- Concept Design Sheets (PDF)
- Implementation Strategy Memo Draft and Final (Microsoft Word)
- Wayfinding Signage Design
- Wayfinding Placement Plan
- Wayfinding Design Intent Drawings
- Wayfinding Cost Estimates

Task 6. Plan Document Preparation and Adoption

6.1 ADMINISTRATIVE DRAFT PLAN

Alta will develop an administrative draft based on the content drafted and approved in the working deliverables from previous tasks. Alta will include a table to document how the plan conforms to the Alameda CTC Bicycle Master Plan Guidelines and where in the plan each required section can be located. Alta will use the Adobe Creative Suite to format the administrative document in a highly readable and engaging format. Alta will produce a “Look and Feel” document to gather feedback from the City on the stylistic quality of the document before populating with content. We anticipate the City’s review period to be approximately three weeks. The City should provide one set of consolidated and internally consistent comments using the PDF comment tool.

6.2 PUBLIC DRAFT

Alta will revise the administrative draft based on City comments and produce the public draft plan. The public draft will be published on the project website to collect community input. Alta will present the public draft plan to the Transportation Committee, Planning Commission, and City Council as a study session (along with the TAC and BPAC in Task 2). Alta will collect and log comments received from the public, Planning Commission, and review with City staff to determine necessary revisions.

6.3 FINAL DRAFT AND PLAN ADOPTION

Alta will revise the public draft based on guidance from City staff and prepare the final draft active transportation plan. Alta will prepare maps for the City to use in updating the General Plan. Alta will present the final draft to the Emeryville City Council for formal adoption. Alta will revise the Final Draft into a Final Plan to incorporate direction from City Council. Alta will transmit all final product and source files to the City. The document will be remediated for accessibility.

Task 6 Deliverables:

- Administrative Draft Plan (PDF)
- Public Draft Plan (PDF)
- Updated Maps for General Plan
- Final Draft Plan (PDF)
- Final Plan (PDF and all source files in native format)

- Planning Commission Meeting (1)
- Transportation Committee Meeting (1)
- City Council Meetings (2)

Task 7. Grant Writing Assistance

7.1 DEVELOP GRANT APPLICATIONS

Based on timing of the call for proposals and the City's budget, Alta will work with the City to select up to four (4) grant programs to write and three (3) to support with maps/graphics. We have provided an estimated budget targeting the following:

1 x Active Transportation Program (ATP)

1 x Sustainable Transportation Planning Grant Program (STPGP)

2 x Alameda CTC CIP Applications (full application preparation)

3 x Alameda CTC CIP Applications (mapping support)

Preparation of grant applications does not assume development of concept designs or other design work for specific projects. Work on this task will be limited to the available budget.

Task 7 Deliverables:

- 4 grant applications
- Maps for 3 Alameda CTC CIP Applications