Exhibit A.1: SCOPE OF WORK
Union City Bicycle and Pedestrian Master Plan Update

Last revised: October 8, 2019

Toole Design is pleased to present the following scope of work for the Union City Bicycle and Pedestrian Master Plan Update. Note that the specific work plan and deliverables for each task will be reviewed at the initiation of each task to confirm the goals and desired outcomes. One round of revisions is assumed for each deliverable, based on one set of consolidated comments, unless otherwise noted in this scope of work.

TASK 1: PROJECT MANAGEMENT

TASK 1.1: PROJECT INITIATION

A successful project begins with a shared understanding of project goals and desired outcomes. Toole Design will convene and facilitate a kickoff meeting with the City of Union City to review and confirm the project's scope of work, schedule, objectives, budget, and team roles. During this meeting, Toole Design will clarify the City's project management and administrative expectations for the project. Additionally, Toole Design anticipates discussing available background information and data that will be important to review and synthesize for project success. Following the kickoff meeting, Toole Design will revise and finalize the project scope and schedule and develop a data request memorandum.

TASK 1.2: ONGOING PROJECT MANAGEMENT

Toole Design's Project Manager, Megan Wooley-Ousdahl, AICP, will be the primary point of contact and will be responsible for the quality of every deliverable, the project budget, and schedule. Megan will schedule regular bi-weekly coordination calls to provide project updates, review ongoing work, and collaborate on upcoming tasks and deliverables. Megan will schedule in-person meetings in conjunction with project milestones and outreach events, or as other needs arise. She will be supported by Sara Rauwolf as Deputy Project Manager, who will be responsible for scheduling bi-weekly check-ins, providing agendas, and other duties, as needed.

Megan will conduct a regular review of project schedules, costs, and subcontractor performance and will make adjustments accordingly. In conjunction with Brooke DuBose, AICP, the project's Principal-in-Charge, Megan will also be responsible for the project's overall oversight, scheduling, reporting, record keeping, and quality assurance.

TASK 1 DELIVERABLES:

- Kickoff meeting agenda
- Data request memorandum
- Final scope and schedule
- Bi-weekly check-in meetings

TASK 2: PROJECT COMMUNICATION, COORDINATION, AND PUBLIC OUTREACH

A bicycle and pedestrian master plan (BPMP) that will set Union City on a path toward significant increases in walking and bicycling must be one that is aspirational yet grounded. It is critical that City staff, stakeholders, and the public are engaged in a manner that allows for their collective voice to be heard and reflected in the final plan. Toole Design has outlined an outreach and engagement process that reaches a broad range of community members. Toole Design will be supported by Winter Consulting, who will be the project lead for Task 2.

TASK 2.1: COMMUNITY ENGAGEMENT PLAN

The Toole Design Team will develop a comprehensive Community Engagement Plan that identifies target audiences and tailored engagement strategies to garner both valuable input and support for the BPMP. The goal is to develop and facilitate meaningful outreach activities that result in engagement with a broad range of people who live, work, play, and do business in Union City. The Plan will outline the activities, timing, purpose, potential location, and audiences for all engagement efforts. Toole Design proposes developing an evaluation plan to track progress and ensure that the team is engaging and capturing the diversity of the Union City community in the engagement efforts.

TASK 2.2: EQUITY FRAMEWORK (OPTIONAL TASK)

As an optional task, Toole Design will develop and execute an equity framework for the planning and engagement process, which will include metrics for a post-plan evaluation. The framework will identify, task-by-task, qualitative metrics for ensuring equity remains at the forefront of the planning process.

TASK 2.3: STAKEHOLDER MEETINGS

Stakeholder and focus group meetings allow the project team to more deeply engage with key community and agency stakeholders than other types of engagement. Focus groups can also be an effective way of gathering input from often under-represented groups in the planning process, or those who have specific concerns to be discussed. Example focus groups to engage with multiple parts of the community could include:

- **Services and Underrepresented Groups** - Union City Family Center, Decoto Neighborhood groups, and the Quarry Hills Neighborhood.
- **Jobs Access** - Union City Chamber of Commerce and representatives from major retail centers like Union Landing Shopping Center.
- **Transit and Access** - Union City Transit, Bay Area Rapid Transit District (BART), Bicycle and Pedestrian Advisory Committee, and Bike East Bay.
- **Schools and Safety** - New Haven Unified School District, Alameda County Safe Routes to Schools Program representatives, and the Union City Police Department.

The Toole Design Team will schedule in-person interviews with up to eight focus groups. These focus groups may include an introduction of the project, discussion of existing conditions, and the identification of potential opportunities and challenges. They will also yield input and key information from stakeholder representatives that will inform the BPMP update. For efficiency and cost savings, one and half hour interviews will be scheduled consecutively over a two to three-day period.

TASK 2.4: TECHNICAL ADVISORY MEETINGS (OPTIONAL TASK)

As an optional task, Toole Design will facilitate meetings with a Technical Advisory Committee that the City will establish prior to the start of work. The TAC could be comprised of City staff only or may include community stakeholders. The Toole Design Team proposes meeting with the TAC three times throughout the course of the project to receive input on data gathered in each phase. The first meeting will focus on reviewing existing conditions, data, and goals and identifying key network connections. The second meeting will provide an opportunity to review the proposed network and project lists and to give input on project prioritization criteria. The third meeting will center on reviewing the priority projects and implementation strategy that will be presented in the Draft BPMP.

TASK 2.5: OUTREACH MEETING / POP-UPS

Community workshops have an important role to play in any planning process, and Toole Design will work with the City to determine when and where to hold community workshops that are engaging and meaningful, maximizing

both turnout and the level of engagement. The Toole Design Team will hold four public meetings which may include neighborhood-based community outreach meetings or pop-up workshops, as described below. Two meetings will be held on the east side and two meetings will be held on the west side of the city.

NEIGHBORHOOD BASED COMMUNITY OUTREACH

Outreach meetings will be held at key points during the development of the BPMP. An initial outreach meeting will be held to gather input on the existing bicycle and pedestrian experience in Union City, and a second meeting will be held to gather input on the proposed networks. The outreach meetings will include a brief presentation by the project team and include interactive activities to seek input and share information about proposed facilities and improvements.

POP-UP WORKSHOPS

The Toole Design Team will also build outreach activities into larger community events. Creating a fun, engaging pop-up event during community events such as the Union City Farmers Market at Old Alvarado Park, weekend sporting events at the Mark Green Sports Center, family activity centers like Pump It Up of Union City, and along regional trails, such as the Alameda Creek Regional Trail will help the team connect to many Union City residents. Alternatively, tacking on to existing city events like the Annual Sister Cities Festival or the Union Landing Restaurant Stroll offer a way to take advantage of larger advertised community events. The Toole Design Team will use pop-up input stations in conjunction with the existing conditions tasks to provide feedback on initial conditions, identify key destinations, discuss micromobility opportunities, and highlight new connections throughout the city. The Toole Design Team will develop activities and materials for two pop-up events.

TASK 2.6: COMMISSION / COMMITTEE AND CITY COUNCIL MEETINGS

Toole Design will assist the City's Project Manager in providing process updates and seeking feedback from the City's Commissions and Council. Toole Design will develop materials and participate in up to six Commission/Committee and City Council meetings, including two Planning Commission meetings, two City Council meetings, and two Bicycle and Pedestrian Advisory Committee meetings.

TASK 2.7: ONLINE PUBLIC ENGAGEMENT

Online public engagement may take many forms in order to reach many people and different audiences. Toole Design has outlined a menu of options that could be woven into the BPMP planning process. Toole Design will work with City staff to determine which engagement tools should be used in this process.

PROJECT WEBSITE

Toole Design proposes using a variety of engaging web-based tools on a project webpage hosted on the City's website. The webpage will promote outreach and education materials, document public events, provide a review of deliverables, and detail ways to stay involved throughout the course of the project. Toole Design will provide initial webpage materials in an agreed upon format and provide updates at key project milestones. Alternatively, a standalone website can be developed using Squarespace for an additional cost.

INTERACTIVE WEB MAP

The key feature of the project webpage will be an interactive online map that supplements the on-the-ground, in-person engagement. Through the online map, participants can identify key walking and bicycling destinations, gaps in the existing networks, barriers such as challenging intersections or safety/comfort improvements to existing facilities. The online map allows users to drop "pins" and draw routes to help highlight potential improvement opportunities for providing connections between destinations along long-range routes and short trip connections

within neighborhoods.

After draft project recommendations are developed, Toole Design can load the proposed bikeway network and pedestrian projects into a second online web map for review by the public. This can also be used to verify if the team missed any critical facilities and to vote on priority improvements.

SOCIAL MEDIA PROMOTION

Toole Design will develop a social media and communication strategy to promote the project webpage, online events, and upcoming in-person engagement opportunities. The forums will help inform the creation of the proposed network and identify community priorities. The Toole Design Team will provide messaging, images, and schedules for each social media platform at each of the major phases of the project for City staff to post on applicable platforms such as Facebook, Twitter, or NextDoor.

TARGETED SOCIAL MEDIA ADVERTISING (OPTIONAL TASK)

As an optional task, the Toole Design Team can create a targeted Facebook advertisement to increase the visibility of the project. The goal is to drive people to the project webpage to sign up for updates, review upcoming in-person events, and take the online survey. According to Facebook Advertisements' analytics, for $2,500 the efforts could reach up to 51,000 people daily who are Facebook users within 10-miles of Union City over the course of a month promotion period. Additionally, a corresponding project Facebook page could host information on the project and help spread the word about upcoming events

TASK 2.8: COMMUNITY SURVEY

As an optional task, Toole Design will develop and administer a community survey to assess bicyclist and pedestrian demand, awareness, and access constraints. Toole Design has conducted numerous surveys as part of bicycle and pedestrian plans, including statistically significant surveys.

The survey will include questions related to current areas of deficiency; public awareness of pedestrian and bicyclist safety issues; knowledge and opinion of existing conditions for pedestrian and bicyclist travel; and desirable improvements and facilities for inclusion in the BPMP. The expected results of this task will be an understanding of who, why, and where people are walking in Union City. The survey results will illustrate the needs of residents and will be documented in a technical memorandum.

TASK 2 DELIVERABLES:

- Draft and final Community Engagement Plan
- Materials for and facilitation of eight (8) one and half hour stakeholder interviews
- Materials for and facilitation of two (2) pop-up public input events
- Materials for and facilitation of two (2) neighborhood-based outreach meetings
- Online engagement, such as webpage content, interactive web map, and/or social media blasts
- Materials for and attendance at (6) Commission/ Committee/Council meetings, including (2) Planning Commission, (2) City Council, and (2) BPAC meetings
- Optional Equity Framework
- Optional Technical Advisory Committee Meetings
- Optional targeted social media strategy
- Optional Community Survey
- Draft and Final Public Participation Report

TASK 3: DATA COLLECTION AND REVIEW

The purpose of Task 3 will be to evaluate existing walking and bicycling conditions throughout the city. This review will include assessing infrastructure, identifying opportunities and constraints, establishing who is currently bicycling or walking, and identifying where residents or visitors want to ride or walk. This task will rely upon the data provided by the City as a part of the Task 1 data request and additional research conducted by the consultant team.

TASK 3.1: REVIEW OF PLANS AND POLICIES

Toole Design has found that the most effective way to develop an active transportation plan and attendant policies starts with a comprehensive review of existing plans with active transportation policies and guidance. Toole Design's review of existing plans and policies will include the 2012 Union City Bicycle and Pedestrian Master Plan, 2012 Complete Streets Policy, 2010 Climate Action Plan, DIPSA Specific Plan, and other plans, policies, and guidance, as applicable. Toole Design will also review current and recent planning efforts, including the 2040 General Plan Update, ongoing update to the Station District Specific Plan around the Union City BART Station, current Measure B and Measure BB projects, and other applicable ongoing efforts.

Once a list of current plans and policies has been compiled, Toole Design will compare current documented strategies with the University of California, Berkeley Tech Transfers' Guide for Conducting Bicycle and Pedestrian Safety Assessments policies and programs evaluation.

Toole Design will then hold a two-hour interview with City staff to discuss internal operations and policies regarding any remaining best practice categories. After the interview, Toole Design will benchmark the City's current practices and policies and identify where new policies, programs, and practices can be incorporated. This strategy will provide a consolidated list of priority strategies that Union City can focus on given the realities of limited staff and budget resources.

TASK 3.2: EVALUATION OF EXISTING CONDITIONS

For this task, Toole Design will assemble and analyze data about who is walking and bicycling today and why, and what groups might be underrepresented. The findings will be presented in a graphically rich format that communicates key stories that will inform the planning process.

Also, using available data from the 2012 Union City BPMP as a starting point, Toole Design will work with City staff to identify active transportation improvements that have been implemented or are funded since the previous plan was adopted. City staff will be asked to provide information on encouragement and enforcement efforts and funding levels that have supported active transportation in the past five years. Toole Design will also review recommendations from school safety assessments conducted for schools in the New Haven Unified School District as a part of the Alameda County Safe Routes to Schools Program. Toole Design will then conduct a one-day field visit for an on-the-ground understanding of the walking and bicycling experience in Union City.

Toole Design will load the updated the existing network files from the recently adopted Alameda Countywide Active Transportation Plan into an internal review web map where City staff can help quickly confirm that all existing facilities are appropriately shown. This will help create a streamlined approach to evaluating existing conditions, allowing Toole Design to focus on visually identifying critical gaps, barriers, high-stress facilities, and safety focus areas. These easy-to-understand outputs will then be used to gain insights from the public during community engagement activities.

Toole Design will also review larger data sources such as U.S. Census data, the California Household Travel Survey, and available transit stop data, which will provide information about bicycle and pedestrian mode share, trip length, trip duration, and possible origins and destinations.

TASK 3.3: EXISTING CONDITIONS SUMMARY REPORT

Toole Design will document the findings of this task in a succinct, easy-to-understand flipbook-style format with a heavy focus on visual and map-based products. This will help focus the team's efforts on storytelling and summarizing the key takeaways from this existing conditions evaluation component.

TASK 3 DELIVERABLES:

- Existing plans and policies review memorandum and benchmarking interview
- Existing and planned GIS layer with web map portal
- Draft and final Existing Conditions Summary Report

TASK 4: NEEDS AND DEMANDS ANALYSIS

This task will examine multiple data sources including origins and destinations, network gaps, bicycle level of traffic stress, collisions, and community input so the Toole Design Team can be responsive to these needs in the development of the recommended networks. The following analytical tools were developed since the adoption of the 2012 BPMP, and these tools are an efficient way to identify priority areas for investment that will yield the highest return on safety and utility.

TASK 4.1: COLLISION ANALYSIS

Toole Design will evaluate bicycle- and pedestrian-involved collision data from the most recent five-year period available from the Statewide Integrated Traffic Records System (SWITRS) and University of California Berkeley's Traffic Injury Mapping System (TIMS) to effectively map the injury and fatal crashes. To the extent possible with SWITRS data, Toole Design will also identify crash trends by participant, such as racial or age disparities. If desired, Toole Design can compare the collision data with potential exposure metrics from the demand analysis in Task 4.3 to identify potential High Injury Network or safety focus corridors.

TASK 4.2: BICYCLE NETWORK ANALYSIS

A Level of Traffic Stress (LTS) analysis of the city's existing roadway network will be conducted. Using the Bicycle Network Analysis (BNA) tool that Toole Design developed with People for Bikes (peopleforbikes.org/bna), Toole Design will assess the existing connectivity of Union City's low-stress bicycling network. The first step of this analysis is determining the level of stress on streets in the city based on bicycle facility type, traffic speed and volume, and street configuration. This will also include an assessment of intersections that will be critical for understanding whether low-stress routes are connected or not. BNA results will show, on a Census block level, what parts of the city are well connected by a low-stress network. It will also allow Toole Design to calculate trip lengths between critical destinations, comparing the shortest path to the shortest, low-stress connection. Similarly, Toole Design can use the BNA results to evaluate the potential benefit, in terms of reduced travel time or distance, for specific projects that are recommended as part of the bike network. This benchmarking assessment will be one element of prioritizing projects based on their capacity to improve connectivity. Toole Design has the ability to tailor inputs based on locally available data and stated community preferences for connectivity. For example, in order to address equity as a critical part of community-serving planning and implementation, Toole Design can include analyses that focus on specifically how the low-stress bicycle network serves disadvantaged communities. This will look through multiple potential screening lenses, including median household income, CalEnviroScreen, and Communities of Concern.

TASK 4.3: LATENT DEMAND ANALYSIS

Bicycle and pedestrian latent demand analysis has become a fundamental part of transportation planning practice

as communities look to invest resources strategically for the best expected outcome. For this task, Toole Design will use an objective GIS-based tool to visualize areas that have intrinsic potential to attract varying levels of bicycling and walking activity. Inputs include supportive land uses, demographics, and socioeconomic factors, and the product will be an overall map of the areas with the highest potential existing and future demand. Toole Design will generate heat maps which will be used to identify key project locations and for the project prioritization and implementation schedule. This analysis will also include a qualitative overview of anticipated users and example bicyclist and pedestrian types.

TASK 4.4: BICYCLE AND PEDESTRIAN COUNTS

For this task, Toole Design will review the City's current pedestrian and bicycle count practices, including any recently collected data. Four peak-period pedestrian and bicycle counts during popular walking and bicycling months will be conducted to supplement these data. Resources and recommendations for strengthening the City's data collection efforts, including MTC's regional count program, will be presented in a summary memorandum.

TASK 4 DELIVERABLES:

- Collision analysis maps and tables/charts
- Bicycle Network Analysis maps showing Level of Traffic Stress
- Latent demand heat maps
- Bicycle and pedestrian counts and Count Strategy Memorandum
- Draft and final Needs Analysis Memorandum, summarizing analysis of needs and highlighting untapped network opportunities

TASK 5: VISION AND GOALS

TASK 5.1: VISION STATEMENT

Toole Design will craft a proposed vision for active transportation in Union City based on the input received from the community and City staff during the community engagement activities. Once developed, Toole Design will ask for feedback to ensure the vision captures the community's hopes for the future of walking and bicycling in Union City. The result will be a vision that is aspirational, bold, and realistic and reflects the community's desires for active transportation.

TASK 5.2: GOALS, OBJECTIVES, AND ACTIONS

Toole Design will develop a succinct policy framework that mirrors the vision statement and the feedback heard during outreach and from City staff. This framework will help form the development of the proposed bicycle and pedestrian network and support programs. The goals will be tailored to Union City and may include themes such as connectivity, safety, mode shift, and equity. Ultimately, the goals will be trackable, and it will be easy to identify how the goals relate to the 2040 General Plan Update, Climate Action Plan, and specific planning efforts.

TASK 5 DELIVERABLES:

- Draft and final vision statement
- Draft and final policy framework

TASK 6: NETWORK AND FACILITY RECOMMENDATIONS

Toole Design will build upon the foundational elements from previous tasks to develop a connected, low- stress walking and bicycling network for Union City.

TASK 6.1: METHODOLOGY FOR RECOMMENDATIONS

Toole Design will work with the City to establish a framework for the new bicycle and pedestrian networks that balances multimodal tradeoffs and limitations. This framework could take multiple forms including, but not limited to: (1) connections to schools and major retail and transit destinations, (2) expansion of a connected trail network, (3) gap closure priority network, (4) addressing important safety issues, and (5) for the bicycle network, an All Ages and Abilities On-Street Network. As a first step, Toole Design will determine a methodology for identifying project recommendations for both pedestrian and bicycle infrastructure projects. This method will be summarized in an outline format with supporting graphics for client review before it is finalized.

TASK 6.2: BICYCLE NETWORK RECOMMENDATIONS

Using the method identified in Task 6.1, Toole Design will develop recommended bicycle projects that create a network to achieve Union City's vision and goals for active transportation.

While Toole Design's goal in creating bicycle networks is always a connected, low-stress system, Toole Design recognizes the benefit of interim, low-cost projects even though they may serve a smaller portion of the population. As such, Toole Design will identify both facility types that will enable the widest group of bicyclists to feel comfortable and shorter-term projects that face fewer implementation hurdles in terms of cost or community support.

TASK 6.3: PEDESTRIAN PROJECT RECOMMENDATIONS

For the pedestrian network, Toole Design will identify, or confirm from the prior BPMP, pedestrian districts and other area typologies (e.g., residential, commercial) where different design treatments should be applied. Pedestrian conditions are highly localized, and it will be important to develop guidance that makes sense for different areas of Union City, such as near the Station District, Union Landing Transit Center and Shopping Center, schools, parks, Communities of Concern, and other areas with high pedestrian activity. Toole Design will also take an in-depth look at the areas around the BART Station within the Station District and the Transit Center to ensure that pedestrians have easy and safe access to the transit hubs and nearby bus stops. Connections to the recreational areas, such as Bay Trail and Coyote Hill Park and Dry Creek Pioneer Park will also be a primary consideration. The design guidance developed in Task 9 is intended to be paired with these typologies to identify specific infrastructure projects. Priority connections for the network will include schools and transit hubs/lines. Toole Design will seek community input on other priority locations for improving bicycling and walking through the outreach during Task 2.

Pedestrian facility recommendations, especially those located at crossing locations, will be informed by guidance provided in the FHWA Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations. This resource considers roadway characteristics such as speed limit, traffic volumes, and lane configurations to recommend appropriate crossing treatments (high-visibility crosswalk markings, beacon-enhanced crossings, curb extensions, etc.). Toole Design will also evaluate where freeway barriers and ramp re-configurations could be identified and incorporated with Toole Design's current work on the Caltrans District 4 Pedestrian Plan.

TASK 6 DELIVERABLES:

- Draft and final methodologies for selecting networks
- Draft bicycle project list and network map
- Draft pedestrian project list and network map

TASK 7: PROGRAM RECOMMENDATIONS

TASK 7.1: PROGRAM RECOMMENDATIONS

Toole Design has crafted support programs that guide and foster the development of walking and bicycling infrastructure and increased active transportation trips in cities throughout the Bay Area. For this task, Toole Design will partner with City staff to develop support program recommendations, based on the six "E's" of a bicycling community – engineering, education, encouragement, enforcement, equity, and evaluation and planning. Support program recommendations may include end-of-trip facilities, wayfinding, educational classes, and encouragement events such as Open Streets or the celebration of Park(ing) Day. This section will also include Safe Routes to Schools (SRTS) programs in the New Haven Unified School District. Toole Design will develop actionable programmatic recommendations and clearly identify how each program recommendation supports the BPMP vision and goals and are right-sized to the City's staffing and financial resources.

TASK 7.2: MICROMOBILITY RECOMMENDATIONS

For this task, Toole Design will apply develop Union City-specific guidance for evolving micromobility options. Toole Design will provide guidance to City staff on the variety of system and equipment types, including dockless e-bike and scooter vendors, and navigate diverse business models, funding structures, and contracting mechanisms to facilitate sound decisions in micromobility program management and evaluation. The final deliverable will be a technical memorandum outlining key recommendations.

TASK 7 DELIVERABLES:

- Draft and final memorandum with policy and program recommendations
- Technical memorandum with key recommendations

TASK 8: PRIORITIZATION AND IMPLEMENTATION

Together with WRECO, the Toole Design Team will prioritize the recommended projects, develop cost estimates, and craft effective implementation strategies.

TASK 8.1: PROJECT PRIORITIZATION

The first step in the important process of prioritization is developing prioritization criteria. The criteria will be based on the BPMP's vision and goals developed in Task 4 to ensure that creating a safer, more attractive walking and bicycling environment in Union City becomes reality. The prioritization criteria will also be based on City staff, the Committee/Commission, and community input and will most likely focus on safety, connectivity, potential demand, and equity.

Once prioritization criteria are established, criteria will be weighted and projects will be scored based on their ability to address each criterion. Projects will be grouped by implementation timeline, including short- term projects which may be key candidates for rapid implementation, and mid- and long-term projects which may require additional funding or design. Opportunities to align projects with initiatives such as the City's ADA upgrades, paving program, and sewer replacement will also be flagged.

TASK 8.2: COST ESTIMATES

This task, led by WRECO, will develop planning-level cost estimates for infrastructure projects based on recent Union City bids, neighboring city bids, and Caltrans Contract Cost Database District 4 bid prices. Program cost estimates will be based on information gleaned from the best practices review and the team's knowledge of level of the effort related to effective bicycle and pedestrian programs. The cost estimates will also include anticipated maintenance and staffing costs.

TASK 8.3: IMPLEMENTATION STRATEGY

Toole Design will develop an implementation strategy for the proposed projects, programs (including staffing needs), and potential policy considerations. This implementation strategy will identify potential phasing, funding opportunities, and key departments or agencies that will be responsible for advancing the recommendations. With input from the City, performance metrics will be developed as a means of tracking implementation over time (e.g., number of pedestrian programs implemented, lane-miles of bicycle infrastructure installed).

Toole Design will develop an implementation schedule that incorporates the results of the prioritization and cost estimation processes, with an eye towards projects that can be implemented quickly and cost-effectively. Large or complex projects will be broken into short-term and longer-term improvements to ensure they are not passed over while "low hanging fruit" small and simple projects are implemented. The implementation schedule will highlight various action items for successful project implementation and identify coordination that will be needed to achieve the recommendations. Potential constraints or implementation-related challenges that may arise will also be identified. The Toole Design Team will provide a list of projects for the first five years of BPMP implementation. This strategy will set the City on a path toward rapid transformation in key areas. Similarly, the schedule for program implementation will prioritize those that deliver the biggest "bang for the buck," either through City investment or private partnerships. This information can be presented to City staff and the BPAC for review and approval. As a part of the implementation strategy, Toole Design will advise City staff on whether a General Plan amendment will be required as part of the BPMP Update.

TASK 8.4: CONCEPT DESIGNS AND ALTERNATIVE CONCEPTS

For this task, Toole Design and WRECO will prepare conceptual designs for ten locations/segments that either pose significant barriers to walking and bicycling network connectivity or create safety hazards. Candidate locations could include key intersections, major streets, new connections to destinations or park, gaps in the network, or interchanges, such as the Alvarado-Niles/880 interchange. These locations will be selected based on the work performed in previous tasks. Concept designs will include alternatives, when applicable, to flesh out different treatment options and considerations. All work completed for this task will be tailored towards use in grant applications so that projects are funded and constructed in a timely manner. This means that concepts will provide information including, but not limited to: project descriptions, proposed cross- sections, cost estimates, equity variables.

TASK 8 DELIVERABLES:

- Prioritized bicycle and pedestrian project lists
- Draft implementation strategy, including cost estimates
- Up to (10) concept designs

TASK 9: DESIGN GUIDELINES AND STANDARDS

TASK 9.1. DESIGN GUIDELINES AND STANDARDS

Toole Design will work with the City to identify design standards or guidelines for treatments that support best practices in bicycle and pedestrian design. The design standards/guidelines will include guidance for proposed bikeway types and locations, street crossings, intersection designs, and other elements of the bicycle and pedestrian network. Bicycle and pedestrian facility recommendations will then be identified in accordance with the measures included in this document.

TASK 9 DELIVERABLES:

- Draft and final design standards and guidelines

TASK 10: PLAN DOCUMENTATION AND APPENDICES

The purpose of this task is to compile the findings from technical and outreach tasks into a concise, public- facing document that summarizes the work from Tasks 2-9, including recommendations for the bicycle and pedestrian networks, support programs, and implementation strategy.

TASK 10.1: ADMINISTRATIVE DRAFT PLAN

The Toole Design Team will assemble findings from the technical memoranda and other deliverables developed through previous tasks into a succinct Administrative Draft Bicycle and Pedestrian Master Plan Update. Toole Design will present the Administrative Draft in a Microsoft Word document to City staff for initial review. City staff will coordinate review by appropriate Departments or other stakeholders. Toole Design will then incorporate reconciled comments provided from City staff into the Word document. City staff will then have an additional opportunity to review the draft content and provide an additional round of edits, if necessary, prior to the document being laid out in Adobe InDesign for the Public Review Draft.

It is Toole Design's goals to make final BPMP documents as visually appealing and concise as possible. Therefore, the Administrative Draft Bicycle and Pedestrian Master Plan Update may be organized as follows:

- Table of Contents and Introduction
- Public Participation Overview (full report will be made an appendix)
- Vision and Goals
- Existing Conditions Overview (full report will be made into an appendix)
- Proposed Bicycle Network and Priority Projects
- Proposed Pedestrian Facilities and Priority Projects
- Support Programs and Policies
- Implementation Strategy and Funding Plan
- Appendix A. Full Prioritized Bicycle and Pedestrian Project Lists
- Appendix B. Existing Conditions Summary Report
- Appendix C. Public Participation Summary Report
- Appendix D. Cost Estimate Assumptions and Funding Sources Memorandum

TASK 10.2: PUBLIC REVIEW DRAFT PLAN

The Public Review Draft will be available for public review and comment on the City's website with the draft environmental clearance documentation from Task 11 for up to 30 days or as otherwise specified by City staff. At this stage, Toole Design will also present the Public Review Draft Plan at the BPAC, Planning Commission, and City Council meetings.

TASK 10.3: FINAL PLAN

Toole Design will revise the Public Review Draft to produce a Final Union City Bicycle and Pedestrian Master Plan based on City staff direction regarding community, Commission, and Committee comments. Toole Design will then provide a consolidated PDF document for City staff to post on the website. At this point, all data, files, and documentation used and created in the development of the BPMP will be provided to the City.

TASK 10 DELIVERABLES:

- Administrative Draft
- Public Review Draft

- Final Union City Bicycle and Pedestrian Master Plan

TASK 11 ENVIRONMENTAL REVIEW

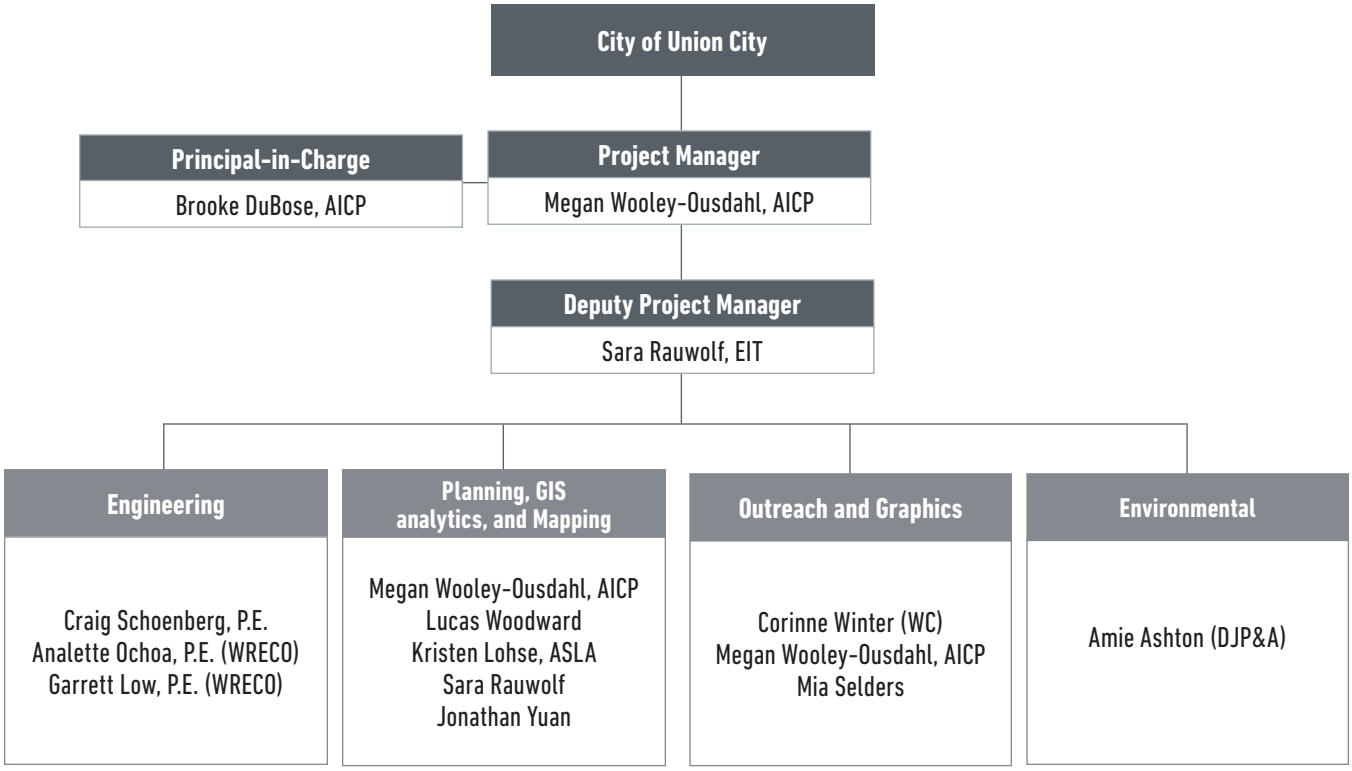
TASK 11.1. ENVIRONMENTAL DOCUMENTATION

Toole Design will be supported by David J. Powers & Associates (DJP&A) to prepare an environmental assessment that will be developed in compliance with the California Environmental Quality Act (CEQA). DJP&A will prepare the Environmental Document to provide the City of Union City's BPMP with full compliance under CEQA. The CEQA review will be completed and certified no later than December 2020 in parallel with plan adoption and Alameda CTC grant requirements. When appropriate, the environmental analysis completed for the previous 2012 Bicycle and Pedestrian Master Plan update and soon-to-be-adopted General Plan 2040 will be used as part of this process.

TASK 11 DELIVERABLES:

- Draft CEQA document for staff review
- Comment Matrix and Response to City staff comments (assumes one set of consolidated comments)
- Final CEQA document

EXHIBIT A.2: ORGANIZATIONAL CHART



ORGANIZATION CHART KEY

WC	Winter Consulting
WRECO	WRECO
DJP&A	David J. Powers and Associates

EXHIBIT A.3: SCHEDULE

M Meeting

TASKS	2019 Nov	2019 Dec	2020 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Task 1: Project Management														
Task 1.1: Project Initiation														
Task 1.2: Ongoing Project Management														
Task 2: Project Communication, Coordination, and Public Outreach														
Task 2.1: Community Engagement Plan														
Task 2.2: Equity Framework														
Task 2.3: Stakeholder Meetings			M											
Task 2.4: Technical Advisory Committee Meetings			M						M				M	
Task 2.5: Outreach Meetings/Pop-Ups			M						M	M			M	
Task 2.6: Commission/Committee and City Council Meetings									M	M				M
Task 2.7: Online Public Engagement														
Task 2.8: Community Survey														
Task 3: Data Collection and Review														
Task 3.1: Review of Plans and Policies														
Task 3.2: Evaluation of Existing Conditions														
Task 3.3: Existing Conditions Summary Report														
Task 4: Needs and Demand Analysis														
Task 4.1: Collision Analysis														
Task 4.2: Bicycle Network Analysis														
Task 4.3: Latent Demand Analysis														
Task 4.4: Bicycle and Pedestrian Counts														
Task 5: Vision and Goals														
Task 5.1: Vision Statement														
Task 5.2: Goals, Objectives, and Actions														
Task 6: Network and Facility Recommendations														
Task 6.1: Methodology for Recommendations														
Task 6.2: Bicycle Network Recommendations														
Task 6.3. Pedestrian Project Recommendations														
Task 7: Program Recommendations														
Task 7.1: Program Recommendations														
Task 7.2: Micromobility Recommendations														
Task 8: Prioritization and Implementation														
Task 8.1: Project Prioritization														
Task 8.2: Cost Estimates														
Task 8.3: Implementation Strategy														
Task 8.4: Concept Designs and Alternative Concepts														
Task 9: Design Guidelines and Standards														
Task 9.1: Design Guidelines and Standards														
Task 10: Plan Documentation and Appendices														
Task 10.1: Administrative Draft Plan														
Task 10.2: Public Review Draft Plan														
Task 10.3: Final Plan														
Task 11: Environmental Review														
Task 11.1: Environmental Documentation														

EXHIBIT B: RATE SCHEDULE

Classification	Fully Loaded Max Rate Rounded (For Classification)
Planning Lead II	$242
Project Planner	$158
Engineer II	$133
GIS Analyst	$124
Project Planner	$158
Engineering Lead I	$216
Senior Planner	$185
Project Planner	$158
Graphic Designer	$102
Engineer II	$133
Engineer	$106
Planner	$105
Administration	$81

Additional staff/positions may be added during performance
Staff may change classification/position

Exhibit C. Union City Bicycle and Pedestrian Master Plan Update - Fee

Last revised: October 9, 2019

		Toole Design Group, LLC									Winter Consulting			Wreco				David J Powers		
Tasks	**Billing rate**	**Principal-in-Charge**	**Project Manager**	**Deputy PM/ Planner II/ Engineer II**	**Senior Engineer/ Planner**	**Trail Planning Lead**	**GIS Analyst / Planner/ Engineer**	**Designer**	**TDG Total Hours**	**TDG Total Fee**	**Public Outreach Lead**	**Winter Total Hours**	**Winter Total Fee**	**Civil Engineer**	**Civil Engineer**	**Wreco Total Hours**	**Wreco Total Fee**	**Environmental Planner**	**Powers Total Hours**	**Powers Total Fee**
		$242	$158	$133	$185	$158	$124	$102			$220			$230	$180			$215		
Task 1: Project Management																				
Task 1.1: Project Initiation	TDG	4	4	6					**14**	**$2,398**	4	**4**	**$880**	4		**4**	**$920**		**0**	**$0**
Task 1.2: Ongoing Project Management	TDG	8	40	20					**68**	**$10,916**	12	**12**	**$2,640**	8		**8**	**$1,840**		**0**	**$0**
Task 1 Total		**12**	**44**	**26**	**0**	**0**	**0**	**0**	**82**	**$13,314**	**16**	**16**	**$3,520**	**12**	**0**	**12**	**$2,760**	**0**	**0**	**$0**
Task 2: Project Communication, Coordination, and Public Outreach																				
Task 2.1: Community Engagement Plan	Winter	1	2	4					**7**	**$1,090**	20	**20**	**$4,400**			**0**	**$0**		**0**	**$0**
Task 2.2: Stakeholder Meetings (8)	Winter	2	8	8					**18**	**$2,812**	46	**46**	**$10,120**			**0**	**$0**		**0**	**$0**
Task 2.3: Outreach Meetings/Pop-Ups (4)	Winter		8	18			16	24	**66**	**$8,090**	40	**40**	**$8,800**			**0**	**$0**		**0**	**$0**
Task 2.4: Commission/Committee/City Council Meetings (6)	TDG	2	24	12				10	**48**	**$6,892**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 2.5: Online Public Engagement	TDG	2	8	16			40	8	**74**	**$9,652**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Optional Task: Equity Framework	TDG	1	4	8					**13**	**$1,938**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Optional Task: Technical Advisory Committee Meetings (3)	TDG		12	12			12		**36**	**$4,980**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Optional Task: Community Survey	Winter	1	4				10		**15**	**$2,114**	24	**24**	**$5,280**			**0**	**$0**		**0**	**$0**
Task 2 Total		**9**	**70**	**78**	**0**	**0**	**78**	**42**	**277**	**$37,568**	**130**	**130**	**$28,600**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 3: Data Collection and Review																				
Task 3.1: Review of Plans and Policies	TDG	1	4		1		20		**26**	**$3,539**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 3.2: Evaluation of Existing Conditions	TDG		8	8	4		38	8	**66**	**$8,596**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 3.3: Existing Conditions Summary Report	TDG	2	8	8	4		38	8	**68**	**$9,080**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 3 Total		**3**	**20**	**16**	**9**	**0**	**96**	**16**	**160**	**$21,215**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 4: Needs and Demand Analysis																				
Task 4.1: Collision Analysis	TDG	2	4		4		30		**40**	**$5,576**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 4.2: Bicycle Network Analysis	TDG	2	4		4		30		**40**	**$5,576**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 4.3: Latent Demand Analysis	TDG	2	4		4		30		**40**	**$5,576**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 4.4: Bicycle and Pedestrian Counts	TDG	2	4		4		30		**40**	**$5,576**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 4 Total		**8**	**16**	**0**	**16**	**0**	**120**	**0**	**160**	**$22,304**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 5: Vision and Goals																				
Task 5.1: Vision Statement	TDG		2	4			8		**14**	**$1,840**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 5.2: Goals, Objectives, and Actions	TDG	1	2	8	4	4	20		**39**	**$5,474**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 5 Total		**1**	**4**	**12**	**4**	**4**	**28**	**0**	**53**	**$7,314**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 6: Network and Facility Recommendations																				
Task 6.1: Methodology for Recommendations	TDG	1	4	8	4	1	8		**26**	**$3,828**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 6.2: Bicycle Network Recommendations	TDG	2	8	12	12	8	48		**90**	**$12,780**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 6.3. Pedestrian Project Recommendations	TDG	2	8	12	12	2	48		**84**	**$11,832**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 6 Total		**5**	**20**	**32**	**28**	**11**	**104**	**0**	**200**	**$28,440**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 7: Program Recommendations																				
Task 7.1: Program Recommendations	TDG	2	4	8	2	4	30		**50**	**$6,902**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 7.2: Micromobility Recommendations	TDG	1	4	8	2		10		**25**	**$3,548**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 7 Total		**3**	**8**	**16**	**4**	**4**	**40**	**0**	**75**	**$10,450**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 8: Prioritization and Implementation																				
Task 8.1: Project Prioritization	TDG	2	8	10	2	4	40		**66**	**$9,040**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 8.2: Cost Estimates	Wreco	1	2	4					**7**	**$1,090**		**0**	**$0**	8	40	**48**	**$9,040**		**0**	**$0**
Task 8.3: Implementation Strategy	TDG	1	8	24	4				**37**	**$5,438**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 8.4: Concept Designs/Alternative Concepts	Wreco	1	6	10	10				**27**	**$4,370**		**0**	**$0**	16	100	**116**	**$21,680**		**0**	**$0**
Task 8 Total		**5**	**24**	**48**	**16**	**4**	**40**	**0**	**137**	**$19,938**	**0**	**0**	**$0**	**24**	**140**	**164**	**$30,720**	**0**	**0**	**$0**
Task 9: Design Guidelines and Standards																				
Task 9.1: Design Guidelines and Standards	TDG	1	4	12	10	4	30	20	**81**	**$10,712**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 9 Total		**1**	**4**	**12**	**10**	**4**	**30**	**20**	**81**	**$10,712**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 10: Plan Documentation and Appendices																				
Task 10.1: Administrative Draft Plan	TDG	4	8	18	10	4	30	18	**92**	**$12,664**	8	**8**	**$1,760**			**0**	**$0**		**0**	**$0**
Task 10.2: Public Review Draft Plan	TDG	2	8	8	4		18	12	**52**	**$7,008**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 10.3: Final Plan	TDG	2	4	8	2		16	8	**40**	**$5,350**		**0**	**$0**			**0**	**$0**		**0**	**$0**
Task 10 Total		**8**	**20**	**34**	**16**	**4**	**64**	**38**	**184**	**$25,022**	**8**	**8**	**$1,760**	**0**	**0**	**0**	**$0**	**0**	**0**	**$0**
Task 11: Environmental Review																				
Task 11.1: Environmental Documentation	TDG	1	2	2					**5**	**$824**		**0**	**$0**			**0**	**$0**	94	**94**	**$20,210**
Task 11 Total		**1**	**2**	**2**	**0**	**0**	**0**	**0**	**5**	**$824**	**0**	**0**	**$0**	**0**	**0**	**0**	**$0**	**94**	**94**	**$20,210**
Total Labor/Fee		56	232	276	103	31	600	116	**1414**	**$197,101**	154	**154**	**$33,880**	36	140	**176**	**$33,480**	94	**94**	**$20,210**
Direct Expenses										**$13,329**			**$1,000**				**$750**			**$250**

Toole Design Group escalation occurs In July or February.
Additional staff/positions may be added during performance.
Staff may change classifications/position.

Total Team Labor **$284,671**
Total Team Direct Expenses **$15,329**
Total Team Labor and Direct Expenses **$300,000**

LBE AND SLBE REQUIREMENTS

Toole Design meets the requirements for the Local Business Contract Equity Program as outlined in the Request for Proposals. A breakdown of the certified Local Business Entitites (LBE), showing 70% participation, and Small Local Business Entities (SLBE), showing 30% participation are detailed in the table below. Certification letters for our subconsultants Winter Consulting, WRECO, and David J. Powers & Associates are also included on the following pages

Firm	LBE	SLBE	Total Labor and Direct Expenses	Percentage of Total Contract
Toole Design	✓			
Winter Consulting	✓	✓		
WRECO	✓	✓		
David J. Powers & Associates	✓	✓		
Mark Thomas				
TOTAL				

Total Contract Percentage LBE / SLBE	
% LBE	
% SLBE	

ALAMEDA County Transportation Commission
1111 Broadway, Suite 800, Oakland, CA 94607 • 510.208.7400 • www.AlamedaCTC.org

September 3, 2019

Ms. Corinne Winter
Winter Consulting Group, LLC
2625 Alcatraz Ave., #291
Berkeley, CA 94705

RE: Alameda County Transportation Commission Local Business Contract Equity Program Certification #WIN20190903-03

Dear Ms. Winter:

CONGRATULATIONS! After careful review of your application, we have determined that your company meets the criteria under the Alameda County Transportation Commission (Alameda CTC) Local Business Contract Equity (LBCE) Program. Your firm is now certified with Alameda CTC and is eligible to meet LBCE Program participation goals subject to the terms and conditions identified below:

Certification Number:	#WIN20190903-03
Certification Category:	☑ **Local Business Enterprise** ☑ **Small Local Business Enterprise** ☑ **Very Small Local Business Enterprise**
Issue Date:	September 03, 2019
Expiration Date:	September 30, 2021

You must promptly notify Alameda CTC of any change in circumstances affecting your company's ability to meet size, certification status, ownership, or control requirements, or any material change in the information provided in your application form, within the two-year certification period. Alameda CTC reserves the right to request additional information and to conduct an on-site visit for the purpose of verifying information contained in your application during the certification term.

Should you have any questions or require additional information, please feel free to contact the Contract Equity Team at (510) 208-7460 or via email at Certification@AlamedaCTC.org.

Sincerely,

Seung Cho
Director of Procurement and Information Technology

ALAMEDA
County Transportation Commission

1111 Broadway, Suite 800, Oakland, CA 94607 • 510.208.7400 • www.AlamedaCTC.org

December 19, 2017

Han-Bin Liang
WRECO
1000 Broadway, Suite 475
Oakland, CA 94607

RE: CERTIFICATION WITH THE ALAMEDA COUNTY TRANSPORTATION COMMISSION

Dear Mr. Liang:

CONGRATULATIONS! After careful review of your application we have determined that your company meets the criteria for certification as a **Local and Small Local Business Enterprise.** Your firm is now registered with the Commission and will be eligible to meet participation goals.

Your certification is effective as of **December 19, 2017**, and will expire **December 31, 2019**. You must notify the Alameda CTC if changes occur in the location or ownership of your business within the two year certification period. The Alameda CTC reserves the right to request additional information and to conduct an on-site visit for the purpose of verifying information contained in your application during the certification term.

Please feel free to contact the Certification Coordinator should you have any questions or require additional information. She can be reached at (510) 208-7466, or via email at Certification@AlamedaCTC.org.

Sincerely,

Seung Cho
Director of Budgets and Administration

ALAMEDA County Transportation Commission

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December 19, 2017

Akoni Danielsen
David J. Powers & Associates, Inc.
1611 Telegraph Avenue, Suite 1002
Oakland, CA 94612

RE: CERTIFICATION WITH THE ALAMEDA COUNTY TRANSPORTATION COMMISSION

Dear Mr. Danielsen:

CONGRATULATIONS! After careful review of your application we have determined that your company meets the criteria for certification as a **Local and Small Local Business Enterprise.** Your firm is now registered with the Commission and will be eligible to meet participation goals.

Your certification is effective as of **December 19, 2017**, and will expire **December 31, 2019**. You must notify the Alameda CTC if changes occur in the location or ownership of your business within the two year certification period. The Alameda CTC reserves the right to request additional information and to conduct an on-site visit for the purpose of verifying information contained in your application during the certification term.

Please feel free to contact the Certification Coordinator should you have any questions or require additional information. She can be reached at (510) 208-7466, or via email at Certification@AlamedaCTC.org.

Sincerely,

Seung Cho
Director of Budgets and Administration