

SCOPE OF WORK CHECKLIST

The scope of work is the official description of the work that is to be completed during the contract. **The scope of work must be consistent with the project timeline.**

The scope of work must:

- ✓ Be completed using the Fiscal Year 2017-18 template provided and in Microsoft Word format.
- ✓ List all tasks and sub-tasks using the same title as stated in the project timeline.
- ✓ Have task and sub-task numbers in accurate and proper sequencing; consistent with the project timeline.
- ✓ List the responsible party for each task and subtask and ensure that it is consistent with the project timeline (i.e. applicant, sub-applicant, or consultant).
- ✓ Have a thorough Introduction to describe the project and project area demographics.
- ✓ Have a thorough and accurate narrative description of each task and sub-task.
- ✓ Include a task for a kick-off meeting with Caltrans at the start of the grant.
- ✓ Include a task for procurement of consultants, if consultants are needed.
- ✓ Include a task for invoicing.
- ✓ Include a task for quarterly reporting to Caltrans.
- ✓ Include public participation and services to diverse communities.
- ✓ Include project implementation/next steps.
- ✓ NOT include environmental, complex design, or engineering work and other ineligible activities.
- ✓ List the project deliverable for each task in a table following each task and ensure that it is consistent with the project timeline.

NOTE: Applications with missing components will be at a competitive disadvantage. Please use this checklist to make sure your scope of work is complete.

SCOPE OF WORK: Solano Avenue Complete Streets and Corridor Revitalization Project

INTRODUCTION:

The City of Albany is a 1.7 square mile municipality of approximately 18,500 residents located in northern Alameda County, north of the City of Berkeley and south of the Cities of El Cerrito and Richmond in Contra Costa County. It is a centrally located urban area and a gateway to several destinations and employment centers, such as the United States Department of Agriculture, the Albany Unified School District, Golden Gate Fields, the Solano Avenue and San Pablo Avenue Commercial Districts, St. Mary's High School, University Village, the San Francisco Bay Trail, and Albany Waterfront. With the exception of Albany Hill, there are few geographic constraints within Albany, which makes it an ideal location for walking and bicycling.

Albany's population is relatively young. The median age is 37 years old and 26% of the population is under 19 years of age.¹ Young families are attracted to Albany because of the highly regarded school district. This in turn attracts a diverse population into Albany that provides exposure to a rich cultural environment. Diversity is also reflected in the varied ethnic restaurants along Solano and San Pablo Avenues.

Albany residents have a substantial need for affordable alternatives to automobile travel. As noted in the Albany General Plan, the median household income in Albany is estimated at \$72,479, which is lower than the regional median of \$92,300. Approximately 18 percent of Albany's households earn less than \$25,000 a year, and another 17 percent earn between \$25,000 and \$50,000 a year. The Census 2010 data shows that 51.7 percent of households in the City are renter occupied and those renters tend to have lower incomes. According to the American Community Survey, almost one-third of the City's homeowners and almost 48 percent of its renters spend more than 35 percent of their incomes on housing.

The City Council has expressed strong support for improving street corridors that support active transportation. The Council created the Strategic Plan to reflect both the City's Mission Statement and Vision Statement. The Plan's vision, "Create an Even Better Story for Albany," which was updated on September 8, 2015, includes two goals that support moving forward with the Upper Solano Avenue Complete Streets and Corridor Revitalization Project. The first goal is to "Implement the Active Transportation Plan (ATP)." The second goal is to "Evaluate the Implementation of the Climate Action Plan." Adopted in 2012, the ATP recommends the implementation of 27 bicycle and pedestrian projects. One of the pedestrian improvements is access along Solano Avenue. One of the metrics of the Strategic Vision is to secure funding for implementation of the ATP. The Caltrans Sustainable Transportation Planning Grant Program would be a critical first step in that process. On October 19, 2015, the Albany City Council authorized staff to submit an application to Caltrans Sustainable Transportation Planning Grant Program to conduct a planning effort for the Upper Solano Avenue segment. See Attachment E.

Solano Avenue is an east-west corridor and one of the City's main commercial districts, located within walking or bicycling distance from most of the Albany residential districts. Solano Avenue along with San Pablo Avenue are the two Priority Development Areas in Albany (PDA) and

¹ http://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

comprise the two Transit Districts in the City. It is intersected by the Ohlone Greenway, a major regional pedestrian and bicycle path connecting the cities of the East Bay. It is also on a major transit line served by 2 AC Transit bus routes.

In addition to offices, housing and retail, other important uses near or adjacent to Solano Avenue include the Albany Senior Center and Preschool, Cornell Elementary School, and Albany YMCA. It is also less than a mile from the Orientation Center for the Blind, a major training center for the visually impaired. Creative and innovative solutions are needed to balance the diversity of users and modes on this high demand, destination corridor.

Solano Avenue is designated a Priority Development Area (an area where the capacity for growth has been identified) in the Plan Bay Area Regional Transportation Plan and Sustainable Communities Strategy. The Albany 2035 General Plan (adopted in April 2016) directs the City to explore how to accommodate mixed-use and transit-oriented development on Solano Avenue San Pablo Avenue. The General Plan Housing Element has identified several opportunities sites on Solano Avenue to accommodate new housing. Substantial changes to Solano over time will be necessary to support development intensification, walking, bicycling and high frequency transit, a shift from automobile travel to these modes, and to ensure safety and accessibility for people of all ages and abilities, including school-age youth, senior adults, and people with disabilities.

In addition to the goals set forth in the ATP, the Climate Action Plan (CAP) establishes benchmarks for the reduction of Greenhouse Emissions (GHG) in the City². The strategic vision mandates the revision of the CAP GHG emissions reduction target every three years. The new GHG target of 60% GHG reduction by 2035 is included in the draft General Plan. This grant will allow the City to implement traffic calming, pedestrian and cycling safety features that would encourage the use of active transportation and therefore reduce automobile trips to the local businesses located along Solano Avenue. Attachment D contains excerpts of recently adopted planning documents that support the implementation of the Solano Avenue Complete Streets Plan and provide planning context and community support for this project.

The City aims through this proposed project to develop concepts, derived through intensive community and stakeholder engagement, to transform Solano into a walking-oriented “Main Street” that is safe for cyclists, pedestrians, and motorists, is served by high quality transit, builds foot traffic for local businesses, encourages interaction in public spaces, and adds vibrancy to the community.

Developing a Complete Streets Plan for Solano Avenue would promote walking, bicycling, and other non-motorized transportation modes as an alternative to the private automobile. At the same time, this program would ensure that all modes of transportation share the road in a non-threatening fashion. Through the development of this Plan, the City would be moving forward towards the achievement of the established goals of the Council’s Strategic Vision.

The Upper Solano Avenue Complete Streets Project will utilize a community-driven effort to develop a plan for creating a vibrant, pedestrian- and bicycle-friendly environment for residents, businesses and visitors. The Plan will be developed through a robust public process that engages residents, property owners and other community stakeholders to generate ideas for both immediate improvements and future changes. The focus will be on design tools and strategies to improve

² <http://www.albanyca.org/index.aspx?page=256>

safety, access, and mobility for all modes of transportation including walking, bicycling, transit and motor vehicles. The outcome will be a Plan with detailed recommendations for physical changes to the street, sidewalks, and intersections that support all users.

RESPONSIBLE PARTIES:

The City of Albany is the proposal applicant and will be the grant recipient. The City will partner with the Local Government Commission (LGC), a 501(c)3 non-profit organization. LGC is included as the sub-applicant on the grant proposal to assist with project management and implementation.

Since 2000, LGC has managed over 70 Caltrans Environmental Justice and Community-Based Transportation Planning projects. In 2012, the City in partnership with the LGC, was awarded a Caltrans Community-Based Transportation Planning for the development of a Complete Streets Conceptual Plan for San Pablo Avenue and Buchanan Street. This Plan culminated with a proposal to improve safety for bicyclists, pedestrians, and all other users of the street along these two corridors. The Complete Streets Plan for San Pablo Avenue and Buchanan Street was the basis of a successful application to a State Active Transportation Plan (ATP) for the development of construction Plans, Specifications, and Estimates. With these steps already in place, the City will apply for a subsequent ATP grant for the construction of the project. One of the great outcomes of this process was that it allowed the City to work together with Caltrans during the public participation process to develop a plan for these corridors that is feasible and implementable.

Given the success of this approach, the City plans to follow the same steps for the implementation of the Upper Solano Avenue Complete Streets Plan. The City and LGC will engage local residents, businesses, schools, community groups and decision-makers — as they have successfully done on past projects — through a participatory community design charrette process. LGC has effectively partnered with communities in the Bay Area, including Albany itself, Richmond, San Pablo and San Mateo County on similar projects that were funded by Caltrans Transportation Planning Grants.

The City will select a firm with expertise in transportation planning, traffic engineering, designing for pedestrians, cyclists and transit through a competitive RFP process to produce the plan. The proper procurement procedures will be used.

The roles and responsibilities of the City and LGC are detailed below.

City of Albany

The City is the lead applicant for the project. The City will be the grant recipient, execute the Fund Transfer Agreement with Caltrans, and manage the contract with sub-applicant, Local Government Commission. The City, assisted by LGC, will conduct a competitive bid process to select a qualified consultant team with multimodal transportation planning, traffic engineering, and landscape and site design expertise. The City will provide in-kind staffing support to meet the 11.47 percent local match. Staff will coordinate with project partners and agencies, participate in community workshops, attend meetings, provide data and policy documents, review consultant products, and direct revisions. City staff will prepare quarterly invoices and reports to Caltrans

with support from the sub-applicant. Staff will also coordinate with partners to help publicize the project and ensure public participation in all aspects of the community planning process.

Local Government Commission (LGC)

LGC will assist with project management and coordination of the RFP process for consultant selection. LGC will organize the community engagement events, develop publicity materials with local input and support from the Advisory Group that will be established for the project, and document public input for inclusion in the resulting plan document. LGC staff has extensive experience in public engagement in planning processes, land use and transportation planning and design. LGC staff has worked on over 60 community design charrettes and their staff conducts workshops on Designing for Pedestrian Safety (for the Federal Highway Administration), Safe Routes to School (for the National Center for SRTS), and Complete Streets (for the National Complete Streets Coalition). The LGC has staff that is fluent in Spanish and can conduct meetings and workshops in English and Spanish.

Consultant

The selected consultant (or team of consultants) will analyze and document corridor baseline conditions, actively engage in the public process, develop design concepts and recommendations that respond to input from the community and implementing and overseeing agencies, and prepare the Plan document. Core components of the Plan will include:

- A comprehensive summary of the community engagement process and input received.
- An overall framework plan for the corridor with proposed development, circulation, access and parking patterns consistent with the desired community character.
- Conceptual designs and cost estimates for bringing Solano Avenue up to current complete street and universal access standards, including pedestrian, bicycle and transit facilities and enhanced streetscapes to support walking and bicycling.
- Implementation plan that identifies both low-cost, short-term infrastructure improvements and long-term, capital intensive projects, with cost estimates and both existing and prospective funding sources.

OVERALL PROJECT OBJECTIVES:

Solano Avenue is an east-west corridor that connects the City of Berkeley Hillside neighborhood and east Albany neighborhood to Downtown Albany and San Pablo Avenue. Solano is part of the commercial district in Albany, along with San Pablo Avenue (see Attachment A: Project Location Map). From Neilson Street to the Berkeley City Limit, the north sidewalk, the roadway and the south sidewalk are located within the Albany jurisdiction. The properties are located in the City of Berkeley (See Project Location Map). Most of the Solano businesses are small in nature, including restaurants, beauty parlors and medical, and dental clinics. The largest business along Solano Avenue in the Albany segment is a Safeway Supermarket. While the segment between San Pablo Avenue and Masonic Avenue was rehabilitated about 15 years ago, the area east of Masonic was assigned to a second phase that was pending on available funding. Given budgetary constraints, the availability of funds to continue the Solano Corridor rehabilitation never concretized up to this point. The recently adopted Capital Improvement Plan update identifies the Upper Solano Avenue Complete Streets Project as unfunded. The City Council recently endorsed this grant application to Caltrans in recognition that the project would help the City achieve its

strategic goals in terms of sustainability, livability, economic vitality, and support of non-motorized modes of transportation.

There are several aspects of the Solano Avenue Corridor that need to be addressed in order to bring this Corridor up to current standards. The City has identified a number of barriers to accessibility and to the accommodation of all users of the street. Among others, these include:

Aging Infrastructure

The existing infrastructure on this Corridor is old and in need of upgrading. Curb ramps, sidewalks, traffic signals, and pedestrian crosswalks do not meet current standards. Several curb ramps do not align with existing crosswalks, have lips at the joint with the pavement gutter, and do not have texture differentiation to orient the vision-impaired population. It is important for Solano Avenue to be up to current standards because it is widely used by the Orientation Center for the Blind as the training grounds for their vision-impaired students. The lip at the curb ramps also represents a barrier to wheelchair users. In addition to needed curb ramp improvements, sidewalks are in poor condition along Upper Solano Avenue and need repair as they represent tripping hazards. In addition, the City would like to explore if the sidewalk width could be increased to 5-feet, the current City standard.

Transit Improvements: Bus Stop Relocation

AC Transit released its PlanACT in 2015 and its Majors Corridors Study in 2016. These plans aim to implement operational and infrastructure changes to improve transit service. The changes include evaluating bus stop spacing, improvements to shelters and bus stop amenities. This is a great opportunity to work together with AC Transit as the agency deploys its plan.

Traffic Controls

The City has two traffic signals along Upper Solano Avenue that need upgrades. They also need to be interconnected to provide for improved schedule adherence for transit service. Pedestrian countdown heads and audible signals need to be installed to better serve the different users of the street. In addition, the City would like to explore the possibility of adding a pedestrian scramble for diagonal crossings at Santa Fe Avenue and at the Masonic Avenue locations, as they are the intersections with the most vulnerable pedestrian traffic because of the routes to Cornell Elementary, Albany High School, Albany Middle School, Marin Elementary, and the Albany Senior Center. In order to do this, the controllers need to be upgraded and walking signal heads added.

Pedestrian and Bicycle Improvements:

Crosswalk Improvements:

Existing crosswalks are not readily visible to motorists and in some locations, they do not align to the curb ramps. Lack of adequate or up-to-standard signage exacerbates the problem in this area with heavy pedestrian activity. The City would like to explore the installation of Rapid Flashing Beacons at selected intersections. Other options would be to add texturized crosswalks at uncontrolled locations where pedestrian traffic is heavy along the routes leading to high pedestrian generators, such as Key Route Boulevard, and the Curtis Street or Neilson Street intersections with Solano Avenue. Key Route Boulevard leads to Ohlone Greenway and the Albany High School. Curtis Street and Nielson Street are adjacent to Safeway. Attachment C shows photos illustrating this problem along Upper Solano Avenue.

Safety Improvements:

There were 37 reported collisions on Upper Solano Avenue (including Cornell Avenue and Talbot Avenue) from 2010 to 2013. Collisions for Albany for the period from 2010-2013 were taken from the California Highway Patrol (CHP) Statewide Integrated Traffic Records System (SWITRS). As seen in [Error! Reference source not found, Figure 4](#) in Attachment B, San Carlos Avenue and Peralta Avenue had the highest number of collisions. The most common type of collision on Solano Avenue is Broadside followed by Rear End. The implementation of pedestrian and bicycle improvements, including the installation of Rectangular Rapid Flashing Beacons and texturized pavement is likely to reduce vehicle speeds along Solano Avenue, which would likely reduce the number of vehicle collisions along the corridor.

The implementation of pedestrian and bicycle improvements is important given the 13 pedestrian and bicycle collisions along Upper Solano Avenue. Pedestrian and bicycle collisions make up nearly 25 percent of the total collisions along Solano Avenue. There were five (5) pedestrian collisions and eight (8) bicycle collisions on Upper Solano Avenue from 2010 to 2013. All of the pedestrian collisions were injury-related and seven of the eight bicycle collisions were injury-related. As seen in [Error! Reference source not found, Figure 3](#), Attachment B [Error! Reference source not found](#), the intersections of Peralta Avenue and Cornell Avenue have the highest number of pedestrian and bicycle collisions.

The Total Collisions Map in Attachment B presents the collisions citywide from 2007 to 2012 from the ATP. The map shows the intersections of Solano Avenue, Masonic Avenue, and Carmel Avenue as the locations with the highest number of total collisions.

Parking

Solano Avenue has angled parking along the corridor. While this helps maximize parking it also creates challenges for the many cyclists who choose to ride on this street. As is widely known, angled parking is not bicycle-friendly since vehicles backing out of spaces have limited visibility and put cyclists in jeopardy. This project would present the City with the opportunity to test resident and business support for innovative parking strategies, such as back-in angled parking, through a temporary installation “Pop-Up Urbanism” approach. Pop Up Urbanism is a concept through which temporary features are installed at a location to test a traffic calming, parking, sidewalk extension, bicycle facility or other idea to see if it works and would be accepted by stakeholders and the public. The City has used a Pop Up urbanism approach recently by converting two parking spaces during Park Day in September 2015 on Upper Solano Avenue into a sitting area for one day. As seen in Attachment C, the exercise was a great success and the City got public support for the implementation of permanent parklets along Solano Avenue.

Truck Route:

Solano Avenue is also a truck route, which creates additional challenges for all users. Due to the high demand for parking along the corridor, there is a shortage of loading and unloading areas, and as a result, delivery trucks often obstruct traffic and customer parking when making deliveries. This issue has not been adequately addressed in previous plans. This project will address this issue and evaluate how best to minimize conflicts between trucks, motorists, pedestrian and cyclists.

In preparing this application, the City has sought the support of some of the main stakeholders of this project. Please refer to Attachment E to see the letters in support of this grant application that the City has received.

There are six (6) tasks for this project which are listed below.

Task 1. Project Initiation and Coordination

The Project Team will undertake a number of initial and ongoing project planning and coordination activities to ensure that all goals and requirements are met, within the identified budget and project timeline. This project will also coordinate closely with the City of Berkeley, which, as noted earlier, has jurisdiction over four (4) blocks that front a section of Solano Avenue within Albany.

Task 1.1 Project Administration Meeting

- City staff will conduct a kick-off meeting with Caltrans District staff to discuss overall project goals, objectives, invoicing, progress reports, grant procedures, establish overall project expectations and coordination, and discuss other relevant project information.
- **Responsible Party:** City of Albany

Task 1.2 Project Kick Off Meeting

City Staff will meet with LGC to discuss project administration with Caltrans and Project commencement, refined schedule and scope of work and issuance of the RFP to procure consultant services.

- **Responsible Party:** City of Albany and LGC.

Assemble Project Management Team

- The City will designate a staff member for project oversight and operations. The City will execute an agreement with the sub-applicant on this grant, Local Government Commission (LGC). LGC will aid the City in conducting a competitive bid RFP process for the consultant team, facilitate the community engagement process, and assist the City with project management.
- **Responsible Party:** City of Albany

Task 1.3 Procure Consultant Team

- The City, with support from LGC, will prepare a Request for Proposals to solicit a consultant team to develop the Plan. The procurement process will be consistent with City standards and procedures established by Caltrans for these projects. LGC will assist the City with review of the proposals and the selection process. The City will make final approval of the selected consultant.
- **Responsible Party:** City of Albany, Local Government Commission

Task 1.4 Assemble and Hold Advisory Group Meetings

- An advisory group of 6 to 12 representatives from agencies and the community will be used to provide project guidance. Participants will include staff from Albany, Caltrans District 4, the City of Berkeley, AC Transit, Alameda Transportation Commission and Metropolitan Transportation Commission, Albany Unified School District, Solano Avenue Association or the new Economic Development Commission, Traffic and Safety Commission, Planning and Zoning Commission, Albany Rollers and Strollers, Center for the Blind, East Bay Bicycle Coalition, and other stakeholder groups that reflect the community's demographics and perspectives. The group will be convened 2-3 months

before the community design events described below under Task 4 to finalize the schedule; identify potential controversial issues or topics; identify additional stakeholders to engage and potential implementation resources; discuss strategies to engage all segments of the community and to maximize charrette participation; and identify opportunities for coordination and synergy with other initiatives impacting the community.

- The advisory group will be reconvened at least one month before the community design events described under Task 4 below to assist with outreach efforts. Project partners will identify stakeholder groups (e.g., ADA representatives, Seniors representatives, schools, businesses, emergency and public safety representatives, etc.) that use the corridor to invite to participate in focus group meetings as part of the community design events described below under Task 4.
- Other advisory group meetings will be organized on an as-needed basis.
- **Responsible Party:** City of Albany, Local Government Commission

Task 1.5 Hold Bi-weekly Team Meetings

- City Staff, LGC and the selected consultant will participate in conference call project team meetings to ensure strong communication, orderly progress on all upcoming tasks and to ensure that project deliverables are completed on time and within budget. Caltrans District and City of Berkeley staff will be invited to participate in project team meetings.
- **Responsible Party:** City of Albany

Task	Deliverable
<i>1.1</i>	<i>Updated project scope and schedule</i>
<i>1.2</i>	<i>Meeting Notes</i>
<i>1.3</i>	<i>Copy of signed subcontract</i>
<i>1.4</i>	<i>Copy of RFP, Distribution List, Executed Consultant Contract</i>
<i>1.5</i>	<i>Agendas and Meeting Notes</i>
<i>1.6</i>	<i>Agendas and Meeting Notes</i>

Task 2. Document Conditions

During this phase the project team will initiate documentation of existing conditions in advance of the public events under Task 4. The selected consultant will work closely with the City, LGC and the community advisory group to gather physical planning data related to the study area and learn more about the needs, practices and experiences of different user groups on Solano Avenue.

Task 2.1 Collect and Review Existing Plans and Data

- The consultant team will work with the City, LGC and other sources to collect and organize available information for the study area, including traffic volumes, crash data, regional transportation plans, state route planning and construction plans, aerial and base maps, General Plan and other policy documents, development standards and regulations, and other relevant studies and information. The project team will also identify any other opportunities and constraints that may impact the project. This information will be organized into an existing conditions report.
- **Responsible Party:** Consultant

Task 2.2 Conduct Site Visit

- LGC and the consultant team will conduct a site visit to coincide with the first community advisory group meeting (see Task 1.4) to meet with project partners and key stakeholders, gather input and tour and photograph the area to assess existing conditions.
- **Responsible Party:** Local Government Commission, Consultant

Task 2.3 Prepare Report and Area Base Maps

- The consultant team will organize the input and planning data collected into an existing conditions report and work with the City and LGC to prepare base maps for consultant team design and analysis work and for use at meetings and public events. The team will ensure that the public can easily understand the maps.
- **Responsible Party:** Consultant

Task 2.4 Traffic and Safety Commission Briefing

- The consultant team will brief the City Traffic and Safety Commission on initial findings regarding existing conditions for discussion and feedback.
- **Responsible Party:** Consultant, City of Albany

Task	Deliverable
2.1	<i>List of Documents and Data Sources</i>
2.2	<i>Agenda, Participant Lists, Photos</i>
2.3	<i>Existing Conditions Report, Digital and Printed Large Base Maps</i>
2.4	<i>Presentation, Meeting Notes</i>

Task 3. Community Outreach and Publicity

The Project Team will undertake extensive community outreach and publicity to ensure strong engagement at all public meetings and events. The team will make a special effort to ensure that a variety of stakeholders are engaged from every segment of the community and that outreach materials are developed in a variety of languages to meet the needs of the community. Special attention will be made to reach stakeholders that don't typically participate in city transportation planning and policy efforts.

Task 3.1 Develop Community Outreach Plan

- LGC, with input from the Advisory Group, will prepare an outreach plan to inform the community about the project and upcoming community events. The plan will include a stakeholder list of public officials and agency staff, service organizations, community organizations, businesses, neighborhood leaders and residents, the school district and nearby schools, property owners and other interest groups that reflect the demographics and perspectives of the community. It will also include a schedule of events and locations, and timing for release, distribution and placement of publicity items. Potential co-sponsors and co-promoters will be identified to assist with outreach and development of festive activities (e.g., donated local food and entertainment) to maximize participation and positive input at community events.

- City staff will also work with the other City Departments to maintain a stream of information available in the City Website and Community Newsletter and periodic notifications online and on the City’s cable channel, KALB.
- **Responsible Party:** Local Government Commission/City Staff

Task 3.2 Develop and Maintain Web Page

- LGC will create and maintain an online web portal for the project. The website will be used to provide an overview of the goals and objectives of the project, publicize events, post materials created for public meetings, drafts documents and final plans, and provide opportunity for input and feedback during various phases of the project.
- **Responsible Party:** Local Government Commission

Task 3.3 Produce and Disseminate Outreach Information

- LGC will produce a flyer publicizing the community design events for community-wide distribution and corresponding digital versions for the City web site and social media. Flyers will also be translated to other languages if the Advisory Group determines that that is needed.
- The City, local businesses, religious and service organizations will be asked to distribute flyers and information about the community design events through their communication networks (e.g., social media pages, websites, newsletters, events). LGC will also identify other mechanisms, as needed, to distribute the flyer to neighborhood residents (e.g., Albany Patch, information boards at community gathering places).
- LGC will develop and distribute press releases to local media.
- Project Partners will develop message boards or banners to announce upcoming events at City Hall and the Community Center.
- **Responsible Party:** Local Government Commission

Task 3.4 Plan and Coordinate Event Logistics

- LGC, in coordination with the City, Advisory Group and consultant team will develop a detailed agendas and formats for the community design events and activities. The City and LGC, with help from the Advisory Group and co-sponsors will arrange facilities and food (in accord with grant guidelines for eligible snack and refreshment expenses), and other supporting promotional and celebratory activities.
- **Responsible Party:** Local Government Commission, City of Albany

Task	Deliverable
3.1	<i>Community Outreach Plan</i>
3.2	<i>Project Web Page</i>
3.3	<i>Copies of Outreach Materials and Distribution Summary</i>
3.4	<i>Events Schedule and Agendas</i>

Task 4. Community-Based Design Development

Design strategies and improvements for Solano Avenue will be developed through an intensive series of public collaborative and vetting activities to ensure the final plan reflects community

values, needs and aspirations. These include interactive workshops, walk audits, stakeholder focus groups, and open studios over a concentrated period, during which community members, City staff, the project team and consultants will share and test ideas and alternatives, and arrive at a common vision and solutions for Solano.

Events and activities are planned to occur over the course of a week as described below.

Task 4.1 Focus Group Interviews

- Approximately 5 listening sessions with key stakeholders will be held to gather candid input from various user groups in an informal, small group setting. Meetings will be organized to hear the needs and perspectives of people who regularly use Solano Avenue, including people with disabilities, seniors, elementary school students, and property and business owners, operators and employees on Solano Avenue. Representatives from transit and emergency response will also be interviewed to ensure proposed designs address their operational needs. Meetings are typically 1 hour to 90 minutes in length.
- **Responsible Party:** Local Government Commission

Task 4.2 Walkability Audits

- One-hour walkability audits in groups of 10 to 20 people led by LGC and members of the consultant team will be conducted in which participants observe conditions, discuss what is working and what is not working well, and discuss potential improvements in the field.
- **Responsible Party:** Local Government Commission, Consultant

Task 4.3 Community Workshops and Design Studio

- An opening community workshop will be held in the evening to ensure as broad a range of participation as possible. The event will provide participants with an overview of the project goals and objectives and will include a visioning presentation, exercises and activities to gather community input. Stakeholders and residents will work together to draw their ideas on large aerial photos of Solano Avenue.
- The consultant team will work on-site developing recommendations for improvements and drawing design solutions, with open studio hours to review the work in progress and provide input.
- A closing workshop will be held in which LGC and members of the consultant team present the community and stakeholder input to date, and draft recommendations to the community for feedback and guidance.
- **Responsible Party:** Local Government Commission, Consultant

Task 4.4 Temporary Installation

- The project team will organize and set up a temporary installation, such as back-in angled parking and parklets, enabling residents and stakeholders to test and experience potential improvements.
- **Responsible Party:** Local Government Commission, Consultant, City of Albany

Task	Deliverable
4.1	<i>Participant Lists, Meeting Notes and Photos</i>
4.2	<i>Participant Lists and Photos</i>
4.3	<i>Digital Presentations, Meeting Notes and Photos</i>

Task 5. Plan Development

The final deliverable will be a vision plan for transforming Solano Avenue into a Complete Street that supports the needs of people walking, bicycling, taking transit or driving a car. The report will include detailed recommendations for the street and will be graphically illustrated with drawings including sections, plan views, and detailed recommendations for public infrastructure improvements, including small and immediately feasible enhancements, and larger, more complex, longer term and capital-intensive projects. The plan will also lend itself to revitalization efforts and investment programming with a section of the report devoted to future funding options for implementation.

The plan for Solano Avenue will support the implementation of State transportation planning goals and the Bay Area's sustainable community and Plan Bay Area goals. Specifically, the plan will help improve mobility and access by making it easier for people to travel along this important corridor and access goods, services and residences. By encouraging more residents to walk, bicycle and take transit, the plan will make more efficient use of the existing transportation system and will help reduce greenhouse gas emissions from motor vehicles that contribute to climate change and impact the health of our community.

Increased access and strategic creation of gathering places will help support the local economy by maintaining and attracting businesses to Solano Avenue. Safety and security will be enhanced by redesigning sections of the corridor to help bicyclists ride along the street and to help pedestrians walk along or cross the street, especially for individuals that may have disabilities or mobility challenges. More activity and eyes on the street will help improve personal security as well.

Task 5.1 Develop/Refine Design Alternatives

- Based on the input from Task 4, the Consultant Team will refine and further develop recommendations and illustrative graphics. The Consultant Team will review the recommendations with City staff, Caltrans staff, Albany Traffic and Safety Commission and Albany Planning and Zoning Commission. Feedback will guide development of detailed design concepts.
- **Responsible Party:** Consultant

Task 5.2: Develop Improvement Projects Funding Plan

- The consultant team, working closely with the City, will prepare a matrix that includes a list of improvement projects, phasing/timing, cost estimates, and available funding sources. The plan will also identify a strategy for securing additional funds necessary for implementation, including opportunities to bundle projects and phasing improvements along the corridor.
- **Responsible Party:** Consultant, LGC

Task 5.3 Prepare and Distribute Full Draft Plan

- The consultant Team will prepare and circulate an administrative draft plan for review by the City and Caltrans staff. City staff will collect and review all comments and provide a comprehensive set of consistent comments to the consultant team.
- The Consultant Team will revise the draft plan and the City will make the revised draft plan available for public review and comment.

- **Responsible Party:** Consultant, City of Albany

Task 5.4 Present Draft Plan to City Commissions

- The consultant team will incorporate public comments received into the draft plan and will finalize the document. The consultant team will meet with the Traffic and Safety Commission and the Planning and Zoning Commission to finalize and approve the document for City Council for City Council review and adoption.
- **Responsible Party:** Consultant, City of Albany

Task 5.5 Present Final Plan to City Council

- The consultant team and LGC will present the plan at a City Council Meeting for adoption by reference or amendment to other policy documents, land use or transportation regulations, and for incorporation into work programs.
- **Responsible Party:** Consultant, City of Albany

Task 5.6 Plan Submission

- The consultant team will deliver the final plan to the City. The City will submit four hard copies and four electronic copies of the final document to Caltrans, and credit Caltrans for its financial contribution on the cover of the report.
- **Responsible Party:** Consultant, City of Albany

Task	Deliverable
5.1	<i>Outline of Recommendations, Conceptual Designs</i>
5.2	<i>Improvement Projects Funding Plan Document and Funding Opportunities Matrix</i>
5.3	<i>Administrative and Public Review Draft Plan Documents</i>
5.4	<i>Digital Presentation, Staff Report</i>
5.5	<i>Digital Presentation, Staff Report</i>
5.6	<i>Final Plan (Digital and Bound Copies)</i>

Task 6. Project Administration

Grant administration — including contracting, submission of progress reports, accounting, invoicing and provision of documentation as required by Caltrans — will be handled by the City of Albany.

Task 6.1 Quarterly Reports

- The City will prepare quarterly reports for submittal to Caltrans District Staff. Quarterly reports will provide a summary of project progress and grant/local match expenditures.
- **Responsible Party:** City of Albany

Task 6.2 Invoice Submittal

- The City will be responsible for keeping all the necessary accounting records for the project and will submit invoices to Caltrans District Staff based on milestone completion – at least quarterly, but no more frequently than monthly. The City will follow generally accepted accounting principles and accumulate, segregate incurred project costs and

matching funds by line item, and ensure that all expenses are allowable and comply with federal and state regulations and requirements.

Responsible Party: City of Albany

Task	Deliverable
<i>6.1</i>	<i>Quarterly Reports</i>
<i>6.2</i>	<i>Invoice Package</i>