

## Approach to the Scope of Work

### COMMITMENT TO PROJECT SCOPE

We are committed to the deliverables and scope as laid out in the RFP. As a way to demonstrate our team's strengths, and for brevity, the Work Plan section will note any enhancements or clarifications for each subtask, in addition to specific deliverables. It also presents processes we believe can better streamline tasks so that we can focus our time on quality control and developing a meaningful plan and evaluation.

### Task 1. Project Steering Committee/Meetings

Our approach to project management relies on frequent and transparent communication throughout the life of the project.

#### TASK 1.1. PROJECT KICK-OFF MEETING

In conjunction with TCTC staff, Fehr & Peers will convene and facilitate a kick-off meeting with members of the project Steering Committee. The objectives of this meeting will be to review and confirm the overall objectives, vision, schedule, and budget for the project, and begin the preliminary evaluation of what routes will be studied as part of the Bicycle Tourism Plan. Following the meeting, we will produce a summary of the discussion and outcomes.

#### TASK 1.2. PROJECT MEETINGS

Throughout the project, Fehr & Peers will meet with TCTC and CalBike staff for monthly or bi-weekly check-in meetings. Regular communication will be key to ensuring successful project delivery and coordination between all participating project members. We will provide notes for all meetings, and maintain a project schedule confirming meetings, deliverables, and upcoming deadlines.

We have assumed that a majority of these check-ins will occur via conference call, with in-person meetings planned as they coincide with Steering Committee meetings.

#### TASK 1.3. LEAD STEERING COMMITTEE

The Steering Committee will provide valuable guidance at several significant points during the development of the plan. Fehr & Peers will create and distribute meeting agendas and materials, provide meeting facilitation, and ensure that Steering Committee meetings are focused on productive coordination and outcomes. Our time for this task assumes preparation for and attendance at up to four Steering Committee meetings throughout the course of the project. We have assumed that TCTC will be responsible for arranging and booking meeting space.

Task	Deliverable
1.1	Attendance at Kick-off Meeting; meeting summary
1.2	Agendas and summaries for project meetings
1.3	Agendas, materials, and attendance at up to four in-person Steering Committee meetings; meeting summaries

## Task 2. Analyze Existing Conditions

We anticipate that much of the research and analysis conducted in Tasks 2.1 and 2.2 will occur concurrently. This phase of the project will present a data-based blueprint to help identify candidate routes and frame the future phases of the study.

### TASK 2.1. FINALIZE BICYCLE ROUTES STUDY

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Our data collection for this task will begin with a review of relevant approved planning documents involving Active Transportation, to provide a baseline level of understanding for the project and how it will align with current and planned bicycle and pedestrian efforts. Our review will be focused on the scenic and rural state highway corridors within the five participating counties, and will assess if there are highly traveled routes currently not captured by that list which could create opportunities for greater connectivity. By pairing user-generated data from Open Street Maps and Strava, we can also identify where current travel and informal connections are happening, as well as what routes may currently be highly traveled bicycle routes.

Fehr & Peers will map these routes alongside the rural communities and small cities within the project area. This base map will be updated to include major tourist destinations as they are identified in conjunction with the Steering Committee, CalBike's outreach, and any additional outreach conducted to local bicycling groups, chambers of commerce, and tourism or visitors bureaus. In partnership with New Economics, we will develop an understanding of existing bicycle tourism infrastructure and activities, including developing an inventory of bicycle tourism related businesses in the study area, such as bicycle repair shops, outfitters, retailers, or manufacturers.

### TASK 2.2. DRAFT AND FINAL EXISTING CONDITIONS REPORT

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Following the identification of the candidate bicycling routes, we will develop an Existing Conditions Report which will provide an overview of infrastructure conditions along each route. This will include the following components:

- › Overview of existing transportation facilities on priority routes, including a high-level identification of connectivity gaps between those facilities and nearby destinations, as well as the status of relevant supportive resources such as bicycle parking
- › Review of relevant plans, documents, and proposed capital improvement projects that may impact or occur along study routes
- › Data on the demographics and characteristics of the region, including income and environmental justice factors
- › Safety Analysis – we will use data from the SafeTREC Transportation Injury Mapping System (TIMS) to map injury and fatality collisions involving pedestrians and bicyclists along the study routes
- › An assessment of the current Level of Traffic Stress (LTS) along study routes, using Fehr & Peers LTS+ tool

As part of this phase, we will also work with the Steering Committee and CalBike to identify the main components of bicycle tourism in each county including specific riding destinations, special events, bicycle travel/touring, and day rides/urban cycling locations. This information will be used to identify up to three bicycle tourism components for further analysis on a regional basis in Task 5.2.

Our findings from this task will be documented in an Existing Conditions report, which will highlight the opportunities and barriers for bicycling along the priority routes. We will provide this for review in Microsoft Word. One round of revisions will be made at this stage of the project, based on a set of consolidated comments from the TCTC and Steering Committee. Infographics, maps, and charts will be developed to provide a visual guide that can be incorporated into outreach materials and the final Bicycle Tourism report.

Task	Deliverable
2.1	Draft and final list of bicycle routes; maps of selected study routes
2.2	Draft & final Existing Conditions report



### Task 3. Public Participation

Feedback from the community outreach phase of the project will offer a vital perspective in local needs, priorities, and values. We will work closely with CalBike to ensure that the outcomes and results from inform the economic analysis in Task 5, and that the community vision is reflected in the priorities selected for the final plan.

#### TASK 3.3. COMMUNITY OUTREACH WORKSHOPS AND STAKEHOLDER MEETINGS

The Public Participation efforts can support the identification of projects that will provide local benefit, as well as establish what community values and priorities should be considered in Task 4. Our time for this task can be flexibly applied, but we would recommend utilizing bicycle tours on the proposed project routes as a way to assess needs and opportunities. This will help shape the project list in Task 4.1

Alternately, the hours allocated to this task can be applied to attendance at up to five Community Outreach meetings, or attendance at multiple smaller stakeholder engagement opportunities, or some combination thereof, if that is determined to be more useful through the creation of the targeted community outreach plans. We will also provide any information from our research and findings that may be needed for outreach materials and exhibits.

As part of the Public Participation phase, we will request CalBike's support in distributing a survey to existing bicycle-related businesses in the project area. Survey results will be provided to New Economics and will support the research needed for successful completion of Task 5.

Task	Deliverable
3.3	Attendance and participation in community outreach workshops, public events, or stakeholder meetings

## Task 4. Identify Key Improvements

As part of this task, we will also aim to identify the routes that have the opportunity to be “game changers” – those places where an investment in a facilities could create an active transportation backbone for surrounding communities to build upon, or places where these routes already exist but need improvements for safety or access from other regional bicycle facilities.

### TASK 4.1. IDENTIFY AND PRIORITIZE PROJECTS

For this task, Fehr & Peers will synthesize findings from the Existing Conditions report and public outreach to recommend an initial list of projects along the study routes. Proposed projects will be identified with an eye to improving all travel modes and will be targeted to the routes identified in Task 2. We will also consider equity and safety concerns, projects already planned along the corridors, and opportunities to create low-stress bicycling facilities, as well as public requests for bicycle facilities that may emerge from Task 3.

Fehr & Peers will create a set and framework for prioritization criteria that complements the goals and objectives of the project for review by the TCTC and Steering Committee. Criteria will balance both measurable outputs and anticipated outcomes of the proposed projects, and will take into account the community values and priorities that may be unique to each region. A high-level assessment of the project’s potential economic value may also be considered. This criteria will then be applied to the project list. We anticipate

that many of these projects may overlap between regions, or offer scalable value across jurisdictions. Projects not included in the priority list will be documented and included for future consideration as an appendix to the final report.

### TASK 4.2. CONCEPTUAL DESIGNS AND RENDERINGS OF PROJECTS

Fehr & Peers will develop high-level conceptual designs in Illustrator for five top priority projects as identified in Task 4.1, that will show the proposed improvements. Should additional project renderings or designs be requested, or a greater number of priority projects be identified, those can be produced as an add-on task on a time and materials basis. Concepts will be formatted into project fact sheets for inclusion in the final plan, and for future use in grant and funding applications.

### TASK 4.3. PLANNING LEVEL COST ESTIMATES OF PROJECTS

Mark Thomas will prepare preliminary project cost estimates for up to 10 projects using most current bid results and the Caltrans website to determine the latest price indices. This cost estimate will include construction costs, aesthetic enhancement costs, Right of Way costs, utility relocation costs, and environmental mitigation costs.

Task	Deliverable
4.1	Initial project list, prioritization framework and criteria, priority project list, map of priority project locations
4.2	Conceptual designs and rendering for ten priority projects
4.3	Planning level cost estimates for ten priority projects

## **Task 5. Bicycle Tourism**

### **TASK 5.2. QUANTIFY VALUE OF BICYCLE TOURISM TO THE REGION**

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Our work on Task 5 will be led by New Economics, with oversight from Fehr & Peers. We have assumed that there will be a high degree of collaboration with CalBike throughout this phase, and anticipate working closely together to ensure a cohesive quantification of and report on the value of Bicycle Tourism to the project region. For ease of explanation, we have broken out Task 5.2 into several subtasks.

#### **5.2.1 Current Value of Bicycle Tourism**

New Economics will first estimate the current value of bicycle tourism in the five participating counties as a whole. Bicycle tourism components, as identified in Task 2, may include bicycle travel/touring (such as independently organized multi-day overnight tours), special events (e.g., Copperopolis Road Race), destination riding, and/or day rides/urban cycling.

The estimate will focus on bicycle tourism occurring on paved roads and will be geographically focused on rural unincorporated areas and small cities. Ultimately, the analysis will seek to estimate the number of bicycle tourists, spending per tourist, and/or business-to-business spending associated with each component for the region as a whole.

In-person or telephone interviews will be conducted with up to six private and/or public entities; interviewees could include chambers of commerce, non-profit bicycle organizations, bicycle sale/repair shops, economic development/transportation organizations, visitor and convention bureaus, etc. Recommendations and introductions from TCTC and/or Steering Committee members are requested to help facilitate this process. These interviews will serve to

establish the level of activity and available data for relevant bicycle tourism components that can be provided by these entities.

To the extent that interviews do not yield sufficient local data, New Economics will review similar studies conducted elsewhere in California or the United States to establish industry-level assumptions. This scope of work presumes that New Economics will only need to research up to three industry standard data points. The scope also presumes that TCTC and the Steering Committee will provide additional support, if needed, to obtain tourism counts from participating counties, as it will be required for an accurate estimate of value for one or more components of bicycle tourism in the region.

The technical research and interviews will culminate in the development of key findings, by county, for each of the bicycle tourism components. Depending on the nature of the findings, they may be organized by county or by tourism component.

#### **5.2.2 Potential Expansion of Bicycle Tourism Value**

Once priority projects have been identified, New Economics will estimate a value (or range of value) for the expansion of bicycle tourism. This estimation will consider a number of potential approaches and the final approach will depend on the type and scale of infrastructure identified by the project team and Steering Committee. For example, if the Consultant Team can quantify the number of new bicycle tourists that would be supported by additional infrastructure, New Economics could apply per-tourist spending and per-tourist business-to-business sales to project added value. Alternatively, a number of miles of new infrastructure could be used to convert existing economic values to a per-mile basis to estimate added value. This scope of work presumes a relatively high-level approach at a regional basis for up to three components of bicycle tourism.



### 5.2.3 Draft and Final Report

New Economics will document the key findings, along with relevant figures, in a report that describes the approach, methodology, and conclusions. A technical appendix will contain additional supporting calculations needed to reach the results, along with a list of persons interviewed and other existing studies consulted. An Administrative Draft will be provided in PDF format, using Microsoft Word and Excel as the primary production software. Following concurrent review by the project team and Steering Committee, New Economics will make revisions and produce a graphically enhanced Public Review Draft that contains summary level information about the approach and methodology, as well as key findings and figures in a PDF, accompanied by a Technical Appendix that contains additional data and information using Word and Excel. Following the public review period, New Economics will produce a graphically enhanced Final Report and Technical Appendix relying on Word and Excel. This scope of work presumes that revisions following each draft are minor and do not require substantial new technical research.

As an **Optional Task**, New Economics will collect information about the number of full-time equivalent jobs and average wage per employee for bicycle-related businesses in the project area. Analysis of this data will provide an estimated number of jobs that can be supported by bicycle tourism, and the average wage per job.

Task	Deliverable
5.2	Admin Draft, Public Draft, & Final - Quantify Value of Bicycle Tourism to the Region Report

## Task 6. Final Report

### TASK 6.1. GOALS, OBJECTIVES, AND OUTCOMES CHAPTER

Based on the unique characteristics of the study area, and existing regional goals around bicycling, we will identify a set of goals and objectives with specific measures of effectiveness (MOEs) that can be used to evaluate progress and success over time. This will also include a discussion on the intended audience and type of cyclist that we are planning for throughout the process. Goals and suggested MOEs will be presented to the Steering Committee for review during Task 2.1.

### TASK 6.2. DRAFT AND FINAL REPORT

The draft and final report will include the results of all previous project phases, and will incorporate the economic analysis completed by CalBike and New Economics in Task 5. Chapters will be crafted from the deliverables completed in previous tasks. In addition, a Finance and Implementation plan will be created to identify possible funding sources, which will prioritize opportunities for collaboration between participating agencies.

An administrative draft document will be created in Microsoft Word to serve as a first draft and facilitate review by TCTC staff. The document will be concise, and accessible to a public audience. After receiving a consolidated set of comments, we will format the administrative draft and project graphics into a visually appealing and public facing document using InDesign.

The draft report will be presented to the Steering Committee for consideration, as well as the five RTPAs supporting this project. Comments received on the draft plan will be incorporated into the final report. We will supply twenty-five hard copies of the draft report and twenty-five hard copies of the final Bicycle Tourism Report.

### **TASK 6.3. PRESENT REPORT TO ALL FIVE RTPA BOARDS.**

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Fehr & Peers will present the draft report to all five RTPAs involved in this project including Alpine County LTC, CCOG, StanCOG, SJCOG, and TCTC.

Task	Deliverable
6.1	Draft & final Goals, Objectives, and Outcomes Chapter
6.2	Admin Draft, Public Draft, & Final Interregional Bicycle Tourism Plan; printing of twenty-five copies each of Draft & Final Plans.
6.3	Presentation materials and attendance at five RTPA boards – Alpine County LTC, CCOG, SJCOG, StanCOG, and TCTC