



# Moraga Pedestrian and Bicycle Master Plan Update and Wayfinding Plan

## Scope of Work

Below is the proposed task-by-task scope of work for the update to the Moraga Pedestrian and Bicycle Master Plan Update and Wayfinding Plan. For each task, the descriptions discuss the proposed approach and outline the deliverables to be provided or milestones to be met, and the general timeframe for completion (“we” refers to the Eisen|Letunic team). Our team will prepare whatever agendas, handouts, slide presentations, boards, meeting summaries and other materials are necessary for meetings and presentations. The suggested timeframes assume that the project will start in late February 2015.

### Task 1 | Project initiation

May–June 2015

This task will constitute the internal launch of the project.

#### 1.1 | Material assembly

In this task, Eisen|Letunic will refine the project work scope, schedule, budget and public outreach plan. We will also begin to assemble relevant background materials, including:

- Original Moraga Bicycle and Pedestrian Plan (2004)
- Moraga General Plan (2002)
- Moraga Center Specific Plan (2010)
- Materials from the Livable Moraga Road project
- Pedestrian and bicycle plans from neighboring jurisdictions: Lafayette (2006), Contra Costa (2009) and Orinda (2011)
- East Bay Regional Park District’s Master Plan (2013)

#### 1.2 | Kick-off meeting

The consultant team will attend an initial project meeting with City staff. The purpose of the meeting will be three-fold: (i) to discuss and confirm objectives and expectations for the planning process; (ii) refine the project work scope, schedule and budget; and (iii) obtain any additional background materials for review in Task 2.

### Task 2 | Existing conditions

June–July 2015

#### 2.1 | Data collection

In this task, Eisen|Letunic, with assistance from volunteers organized by Bike East Bay, will compile an inventory of key bicycle, and also pedestrian, facilities in Moraga and review, analyze and summarize a

variety of other existing local conditions relevant to walking and biking. A key goal will be to understand the current state of active transportation in Moraga, so as to inform subsequent tasks.

Another important goal is to maintain the Town's eligibility for grant funding from Caltrans by meeting that agency's requirements for pedestrian and bicycle plans, as outlined in Section 891.2 of the California Streets and Highways Code. Toward that end, we will assemble the information listed below as part of this task. It is expected that our research—particularly the analysis of collisions and the inventory of programs, plans and policies—will be supplemented by information gathered as part of a Bicycle Safety Assessment (BSA) to be conducted for the Town through UC Berkeley's Technology Transfer Program. We assume that the BSA will produce information that would normally be developed as part of a bicycle master plan; such information includes a collision analysis, survey of programs, plans and policies, and recommended improvements. To the extent this is the case, the BSA will create cost-saving opportunities within the PBMP process. This would allow for some re-allocation of resources from tasks outlined in this scope of work toward new or additional efforts as part of the planning process, including enhanced community outreach, additional public hearings or the development of other implementation tools.

- Moraga's setting, context and urban form, including its land use patterns and topography.
- Key destinations for pedestrians and cyclists such as schools, parks, trailheads, commercial areas, residential neighborhoods, civic buildings, Saint Mary's College and other community facilities and places of assembly.
- The estimated number of pedestrian and bicycle commuters in Moraga, as reported by the U.S. Census Bureau's American Community Survey.
- An analysis of collisions involving pedestrians and cyclists, as reported by SWITRS.
- Recent expenditures for pedestrian and bicycle facilities, and proposed, planned and funded projects.
- A mapped inventory of bicycle parking (racks and lockers) and other bike support facilities such as bike shops and restrooms and locker rooms available to the public or employees for changing and storing clothes and equipment.
- Complementary transportation options—namely BART and bus service and any park-and-ride lots.
- Existing programs, activities and events related to walking and bicycling in the areas of safety, education, promotion, encouragement and enforcement.
- Other local and county planning efforts that have a strong bearing on walking and bicycling in Moraga.

In addition to the above, we will conduct a thorough inventory of on-street bike facilities, noting the general condition of facilities as well as gaps and physical constraints, challenges, obstacles and barriers. In this task, we will be assisted by Bike East Bay, who will organize two group bike rides to evaluate conditions, assess potential corridors and brainstorm opportunities for specific improvements. Also, the wayfinding subconsultants will inventory the status of existing signage; note site conditions that could influence sign locations; and note visual characteristics of the Town—such as aesthetics, identity, colors and materials—to inform the branding considerations of the signage.

Given that the system of pedestrian facilities is more diffuse and open-ended, at this stage in the planning process we propose a limited inventory of facilities. We will conduct walking surveys of the public and private streets in the Town's two shopping areas, since these areas are almost certain to emerge as high-priority locations for recommended improvements. These streets include:

- Rheem Blvd. (Town Offices to Chalda Way)
- Park Street
- Center Street
- School Street (north of the Saklan School)
- Viader Drive
- Moraga Way (east of St. Andrew's Dr.)
- Country Club Drive (St. Andrew's Dr. to Southard Ct.)

The survey of streets in the Moraga Center area should be coordinated with the Moraga Center Specific Plan Implementation Project so as not to duplicate efforts. Also, the list above does not include Moraga Road, for which we will rely on work conducted as part of the separate Livable Moraga Road project, again so as not to duplicate efforts. This scope of work does not assume any particular outcome of the Livable Moraga Road project, and will reflect the ultimate direction of the Town Council as to the configuration and type of pedestrian, bicycle, parking and vehicular facilities within the corridor.

As part of our survey, we will photograph conditions and note sidewalk gaps, constraints and opportunities for improvements; characteristics and features of street crossings; and aspects relevant to disabled accessibility, such as availability and condition of sidewalks, curb ramps and accessible pedestrian signals. In addition, we will conduct less extensive surveys of the areas around Moraga's schools, to the extent needed to acquire a general knowledge of conditions in these areas. We will also map the pedestrian paths and easements in the Town.

For other areas, we will rely on feedback gathered from the public through the needs analysis for initial identification of deficient conditions, gaps and also opportunities for improvements (see Task 3 for more information). Having identified challenging locations, we will then conduct targeted visits and use satellite photographs to inventory conditions in more detail. This approach has several advantages. It relies on the real experts—the Town's residents—to identify needs; allows the consultants to focus on responding to those needs; and results in a more community-driven process that ultimately gains greater acceptance and credibility from the public. We have seen this approach succeed in our work and believe it is the right one for the Moraga plan, particularly given the limited budget.

## 2.2 | Existing conditions memorandum

We will summarize findings from the previous task in a technical memorandum, presented with maps, tables and other images as appropriate (location-specific information developed as part of this task will be mapped in GIS). A draft version of the memorandum will be submitted to Town staff for review and comment. The memorandum will be revised to incorporate staff comments but will not be circulated again until it is incorporated into the draft plan, in Task 4.

## 2.3 | CAC meeting #1

As part of this task, we will have our first meeting with the Citizens Advisory Committee (CAC) for the project. The meeting will have several objectives: to introduce ourselves and the project; hear the expectations of CAC members for the planning process; present highlights of the inventory on existing conditions; and receive preliminary input on the next task in the process, the needs analysis. We will develop all materials for the meeting, including an agenda and PowerPoint presentation.

## Task 3 | Needs analysis

August–October 2015

### 3.1 | Preliminary assessment

The purpose of this task is to develop an initial understanding of walking and biking needs in Moraga to prompt discussion and elicit responses and reactions from the community and the CAC. Based on our work conducted in Task 2, we will develop the following analyses:

- Types of pedestrian improvements appropriate to the context of Moraga’s streets, such as sidewalks, curb ramps, corner bulb-outs, specially colored or textured crosswalks and in-pavement lights at crosswalks.
- Potential on-street bike corridors—in addition to the few existing ones—to connect key destinations, based on street widths, traffic volumes, grades and other attributes and characteristics. It is expected that our analysis of potential corridors (and also of potential bikeway improvements, per the next bullet point) will be supplemented by the Town’s BSA.
- Types of bikeway improvements appropriate to the context of Moraga’s streets, such as bike lanes, sharrows (share-the-lane stencils), shoulders and different types of signage.
- Proposed improvements and roadway configuration changes (if any) resulting from the Livable Moraga Road project.
- Potential locations for bike-parking racks, focused on the key destinations.
- Wayfinding signage considerations including user needs, destinations, and sign messaging; the focus will be on directional signage for pedestrians, for bicyclists and for motorists.
- Potential support programs appropriate for Moraga, such as traffic-safety campaigns, enforcement campaigns targeting specific behaviors (such as speeding, distracted driving and cyclists ignoring traffic controls), and promotion and encouragement of walking and biking for transportation and recreation.
- Potential policies, again appropriate for Moraga, addressing such issues as coordination with neighboring jurisdictions, the School District, EBRPD and other agencies; and integration of plan priorities into the Town’s Capital Improvement Program.

### 3.2 | Community workshop #1

The inventory of existing conditions will begin to reveal needs and opportunities, but it will lack the perspective of community members, who are the real experts on local conditions and challenges. The needs analysis will seek input directly from residents on their needs, concerns and issues related to walking and biking in Moraga, what they enjoy about walking and biking in Moraga and suggestions for improvements. This is the stage in the development of pedestrian and bicycle plans—aside from the draft plan—that is typically of greatest interest to the general public.

We will prepare for and facilitate the first of two community workshops in this subtask. We will begin the workshop by presenting key findings from the previous two tasks. We will then engage participants using a variety of tools to elicit input on needs, including a slide presentation, a trade-offs exercise, maps and discussion stations. Following the workshop, we will summarize in writing input received from the public. We will help Town staff publicize the workshop by creating an announcement for posting on the Town’s website.

### 3.3 | Public outreach

We will design a survey (both on-line and printed versions) to receive additional input on needs, and will tabulate the results. We will rely on assistance from Town staff to publicize and distribute the survey, and will strive to attain a number of survey responses, and from a range of community segments, that is satisfactory to the Town.

Also as part of public outreach—and beginning at the launch of the process—we will compile an email list of interested individuals and develop all necessary up-to-date content on the project for the Town’s website, email or press announcements, mailers and social media. As part of this task, we will ensure that outside agencies and institutions with a potential interest in the PBMP are aware of the planning process underway and have opportunities to provide input and feedback. Such agencies and institutions include Saint Mary’s College, the districts encompassing the Town’s schools, the Cities of Lafayette and Orinda, EBRPD and EBMUD.

### 3.4 | Summary memorandum

In this task, we will prepare a memorandum outlining the results of the needs analysis, including all feedback received from the public as well as our Task 3.1 research. The memorandum will summarize key findings related to walking and biking needs in Moraga, including physical and also non-physical obstacles and challenges, as well as opportunities for improvement.

### 3.5 | CAC meeting #2

At the second meeting of the CAC, we will present the findings of the needs analysis and lead the members of the committee through a discussion of options to address the community’s needs. As before, we will develop all materials for the meeting, including an agenda and a slide presentation. We will supplement the summary memorandum as necessary with feedback from the CAC.

### 3.6 | Town Council hearing

Following the second CAC meeting, we will present to the Town Council the findings of the needs analysis and the feedback received on the analysis from the public (Task 3.3) and from the CAC (Task 3.5). As with Task 3.5, we will also lead the Councilmembers through a discussion of options to address the community’s needs. Again, we will develop all materials for the meeting, including an agenda and a slide presentation. We will supplement the summary memorandum (Task 3.4) as necessary with feedback from the Town Council.

## Task 4 | Draft plan

November 2015–February 2016

---

### 4.1 | Administrative draft plan

In this task, Eisen|Letunic will prepare an initial draft of the Pedestrian and Bicycle Master Plan, to serve as an administrative version for review by Town staff. The document will generally be organized to follow the sequence of the tasks outlined in this scope of work, and will incorporate the various technical memoranda developed as part of those tasks. The document will be attractively designed and illustrated with color maps, charts, tables and pictures. It will contain the necessary information to meet Caltrans’ requirements for grant-funding eligibility. More specifically, the document could contain the following sections:

- **Acknowledgement** of individuals and agencies involved in the development of the plan.
- **Executive summary**, highlighting key findings and recommendations.
- **Introductory chapter**, describing the purpose and contents of the plan and summarizing the planning process, including outreach and engagement efforts. A table will be included listing the pages or sections of the document where information required by Caltrans can be found.
- The plan's **policy framework**, outlining a long-range vision for walking and biking in Moraga; goals and guiding principles to guide implementation of the plan; and more specific and detailed objectives, policies and actions. Examples of areas to address include enhancing safety, increasing the amount of walking and biking, improving access to key destinations, and providing safe routes to schools and connections to parks and trails.
- The inventory of **existing conditions**, including the review of relevant plans, inventory of pedestrian and bicycle facilities, and other local conditions examined in Task 2.
- A summary of the needs and concerns expressed by the community through the **needs analysis** (Task 3).
- **Recommended projects** for improving walking and biking in Moraga. In terms of biking, the focus will be on a Town-wide network of designated bikeways (most likely bike lanes and signed bike routes). The network will incorporate as appropriate existing, planned and proposed bikeways, including the area's extensive trail network, as well as suggestions received as part of the needs analysis. In selecting streets to serve as bikeways, we will aim to serve the largest number and range of users with the greatest degree of safety and convenience by taking the following criteria into consideration and balancing them against each other:
  - Directness of access to key destinations
  - Street grades
  - Traffic speeds and volumes
  - Existing biking patterns
  - Connections to the trail network and to adjacent jurisdictions

If pedestrian needs in Moraga are typical, the focus of the pedestrian projects will be filling in sidewalk gaps at high-priority locations and improving street crossings by making them more visible and safer and easier to cross. High-priority locations for improvements will likely include arterial streets; the Town's two commercial areas; and routes between residential neighborhoods and key destinations such as parks, schools and the shopping areas.

As a component of this task, we will develop a planning-level estimate of how much funding Moraga could expect from local and outside sources for pedestrian and bicycle improvements over the following ten years. We will then formulate a ten-year work plan of prioritized projects and programs tailored to the expected funding. This will result in a realistic, fundable and implementable work plan. Prioritization criteria will be developed with input from Town staff and the CAC and could include the potential to enhance safety, the potential to encourage walking and biking, technical feasibility, project readiness and level of public support. It is expected that this task will be complemented by the Town's BSA, particularly in the formulation of recommended bicycle projects and programs.

We will also develop a list of lower-priority improvements in the event that the Town obtains more funding than was estimated; create a map or maps of the locations of high- and lower-priority projects; and provide design guidelines for the types of projects being recommended or more specific design concepts for the highest-priority projects.

- **Recommended support programs** and programmatic activities specific to Moraga’s context, in the areas of safety, education, promotion and encouragement, enforcement and evaluation. Programs will be intended to be a non-physical counterpart to capital projects as a way of improving conditions for pedestrians and cyclists. The recommended programs will complement any already operating in Moraga and will aim to fill the needs identified in Task 3.
- **Implementation strategy**, including a prioritized list of projects, estimated costs, implementation timeline, recommended next steps and a summary of potential funding opportunities.
- **Appendices**, for background, technical or overly detailed information.

As an additional part of this subtask, the wayfinding subconsultant will develop concept designs for 2–3 alternatives for the wayfinding signage system. The consultants and Town planning staff will hold two meetings to review the proposed design approaches and discuss the direction of the final design.

#### 4.2 | Joint Town Council and CAC meeting

During preparation of the administrative draft plan, we will attend a joint meeting/hearing of the Town Council and CAC to solicit direction on the organization and potential elements of the plan. Through a slide presentation, we will walk the Councilmembers and members of the CAC through various options, including our recommendations. We expect that discussion will center on the draft policy framework, network of bike routes, recommended projects and programs, and the conceptual wayfinding signage designs. Given the extent of information being presented at this stage, we will facilitate a second meeting or hearing as part of this task if necessary.

#### 4.3 | Community workshop #2

In this task, we will solicit additional feedback on the draft elements of the plan from the broader public, including the conceptual wayfinding signage designs. We will help Town staff publicize the workshop by creating an announcement for posting on the Town’s website. At the community workshop, we will use a variety of tools to facilitate meaningful input, including a slide presentation, a trade-offs exercise, maps and discussion stations. Following the workshop, we will summarize the input received. Feedback received through the community workshop and CAC meeting will be incorporated into the administrative draft.

#### 4.4 | Public review draft plan

Subsequently, we will incorporate feedback from Town staff on the administrative draft plan to prepare a draft version for public review. The draft will be made available to the public for review for approximately a month. Each revised version of the plan will include a “redline” copy to identify changes or deletions from the previous version. All plan versions will be submitted to the City as both Microsoft Word and PDF files. In addition, the wayfinding subconsultants will produce a final wayfinding signage design package—including design intent drawings (specifications and art), sign location plans and messaging—suitable for release to a signage fabrication vendor.

#### 4.5 | CAC meeting #4

At the end of the month-long public review period, we will return to the CAC to present the public draft, including final wayfinding signage design, share comments received to date from the public and solicit additional feedback from the CAC.

## 4.6 | Public hearings

Lastly, we will also solicit input on the draft plan, including final wayfinding signage design, at two public hearings. The first hearing will be held jointly by the Parks and Recreation Commission and the Planning Commission; the second will be held by the Town Council.

## Task 5 | CEQA review

November 2015–April 2016

---

### 5.1 | Draft CEQA documents

We anticipate that, as for most pedestrian and bicycle plans, a Negative Declaration under the California Environmental Quality Act (CEQA) will be sufficient to provide environmental clearance for Moraga's plan. In this task, Eisen|Letunic will prepare a draft Initial Study and Negative Declaration for the plan and wayfinding signage program, including the required Notice of Availability. This task will be carried out concurrently with Task 4 (Draft Plan), so that the draft plan and CEQA documents may be reviewed alongside each other, as intended by CEQA.

### 5.2 | Final CEQA documents

We will incorporate any necessary revisions into a final version of the Initial Study and Negative Declaration for the plan. This task will be carried out concurrently with Task 6 (Final Plan), so that the final plan and CEQA documents may be heard and approved simultaneously. Following adoption of the documents by the Town Council, we will prepare the Notice of Determination required under CEQA.

## Task 6 | Final plan

March–April 2016

---

### 6.1 | Draft final plan

The public draft plan, including the final wayfinding signage design (from Task 4), will be revised to incorporate comments from the public and reviewing bodies (decisions as to which comments to incorporate and how will be made in consultation with Town staff). The revised public draft will constitute the draft final plan, to be presented to the Town Council for official approval and adoption.

### 6.2 | Adoption hearings

We will present the draft final plan, including final wayfinding signage design, at two adoption hearings of the Town Council. Our presentation will include a slide show highlighting the plan's key recommendations. As part of this task, we will help Town staff prepare staff reports to the Council.

### 6.3 | Final plan

Following adoption, we will make revisions to the draft final plan to address any Town Council comments and reflect final action taken on the document. A final version of the plan, including all maps, graphics and other images, will be provided to the City as both Microsoft Word and PDF files.