

ATTACHMENT A
COMMUNITY-BASED TRANSPORTATION PLAN
CANAL NEIGHBORHOOD, SAN RAFAEL
SCOPE OF WORK

Background

The goal of Metropolitan Transportation Commission's (MTC) Community-Based Planning Program is to advance the findings of two reports completed for the 2001 Regional Transportation Plan (RTP) update. The Lifeline Transportation Network Report identified transit needs in economically disadvantaged communities throughout the San Francisco Bay Area, and recommended community-based transportation planning as a first step to address them. Likewise, the Environmental Justice Report for the 2001 RTP also identified the need for MTC to support local planning efforts in low-income communities throughout the region. To initiate the program, MTC adopted Community-based Transportation Planning (CBTP) program guidelines in 2002 to serve as a blueprint for implementation. Following the adoption of the guidelines, MTC launched a pilot program in five counties that was completed in 2004. Based on the positive results of the pilot, MTC will continue to implement community-based transportation planning in the remaining communities identified in the program guidelines.

The CBTP program is a collaborative process involving residents of low-income and minority communities, community and faith-based organizations that provide services within these communities, transit operators, county congestion management agencies (CMAs), and MTC. Each planning process involves a significant community outreach component to engage the direct participation of residents. The outcome of the planning process is a community-based transportation plan that includes locally identified transportation needs, as well as solutions to address them. Solutions may include expanding fixed-route transit or other transportation services, such as shuttles, bicycle options, or auto-oriented alternatives. In some cases, new capital improvements, such as bus stops, benches, shelters, or other enhanced amenities may be identified. Funding opportunities are explored to support the solutions, and an outline for an action plan to implement them is developed.

Following the completion of a plan, results will be forwarded to applicable transit agencies, CMAs, MTC, or other relevant boards for consideration in future planning, funding, and implementation discussions or proposals, such as countywide expenditure plans, RTP updates, etc.

The Transportation Authority of Marin (TAM), as the CMA for Marin County, will lead this effort in the county. TAM will execute a funding agreement and associated work scope for the planning process with MTC, and will oversee and participate in the process. TAM has created a draft work scope to accomplish the following goals from a collaborative planning process:

- 1) Analysis and confirmation of recommended revisions to the Lifeline Transit Routes and service gaps identified for the Canal Neighborhood of San Rafael in the Lifeline Transportation Network Report
- 2) Identification and prioritization of the most critical operational and physical transportation gaps to be addressed in the Canal Neighborhood of San Rafael, as recommended by a community-based stakeholder committee
- 3) Identification of potential gaps that are best met through the provision of additional fixed route and demand-response services
- 4) Identification of other strategies and solutions to address the gaps

TAM will document the results of the planning process in working papers, memorandums, and a draft action plan that will be furnished to all participating agencies and individuals. The final plan will be an action plan that explores ways to implement proposed solutions.

Task 1: Project Budget and Schedule

TAM shall prepare a budget and schedule to complete the tasks associated with this planning project. TAM will submit project budget and schedule to MTC for its approval.

Deliverable #1A: Draft Project Budget and Schedule

Deliverable #1B: Final Project Budget and Schedule

Task 2 - Technical Advisory Committee Formation

TAM will form a Technical Advisory Committee (TAC), consisting of staff representatives from TAM, City of San Rafael, Marin County Transit District, Golden Gate Transit, Marin County Health and Human Services, and MTC to:

- 1) Work with Canal Neighborhood community representatives to develop a community outreach plan.
- 2) Review and prepare work products prior to distribution and presentation to a Stakeholder Committee (see Task 4), San Rafael City Council, and TAM.
- 3) Monitor the schedule and completion of tasks and work products.

Deliverable #2: Memorandum #1 summarizing participants on the TAC

Task 3 – Develop Draft Existing Conditions Summary Report

As the first step in this collaborative planning process, TAM will compile and analyze the following resources to establish a picture of existing transit service, use, and conditions that impact Canal Neighborhood residents:

- Marin Bus Transit Futures: Improving Local Transit Choices (February 2001)
- MCTD Strategic Plan: Existing System Analysis Report (October 2004)
- MCTD Ride & Roll Evaluation Report (Spring 2004)
- MCTD Executive Summary Report (Spring 2004)

- Moving Forward: A 25-Year Transportation Vision for Marin County (February 2003)
- Marin/Sonoma Express Bus Study (June 2002)
- Marin Countywide Plan (1994)
- Marin Countywide Plan Update – Draft Final (February 2005)
- Welfare to Work Report (2000)
- Canal Voice (1996)
- San Rafael General Plan 2020 (2004)
- San Rafael General Plan 2020 Background Report
- Trends in San Rafael (2000)
- Community Design Charette Report (2002)
- City of San Rafael Pedestrian Counts for the Canal Neighborhood
- GGT Paratransit Riders Guide (October 2004)
- GGT Short-Range Transit Plan (2004)
- GGT FY 2004 Annual Report (2003/2004)
- Ridership Data (GGT fixed-route, shuttles, other transit)
- Current GGT Fixed-Route Bus Schedules and Routes
- Current GGT Bus Stops and Shelters
- Current GGT Ridership Data (Origin & Destination data)
- Current shuttle service schedules and routes
- Whistlestop Wheels Ridership Data
- Minutes and notes from community transportation workshops held 4/17/04 and 11/01/03
- Secured funding and grant opportunities for transportation improvements
- Other reports, including travel data from nearby schools, identified during this task

The draft Existing Conditions Summary Report will summarize the relevant information contained in the documents listed above and will also include, but not be limited to, the following specific analyses:

- 1) A demographic and geographic description of the Canal Neighborhood of San Rafael (*Census 2000 data*)
- 2) A general map of the Canal Neighborhood of San Rafael (*MTC GIS resources*)
- 3) A transportation-specific map that depicts the street layout, fixed transit and shuttle routes, school bus routes, and bus stops and shelters that serve the Canal Neighborhood of San Rafael (*GGT GIS resources, MTC GIS resources*)
- 4) A demographic map that depicts locations within the Canal Neighborhood of San Rafael that have high concentrations of very low- and low-income households (*MTC GIS resources, Census 2000 data*)
- 5) A map that depicts areas with essential destinations within a five-mile radius of the Canal Neighborhood of San Rafael (*TAM/City of San Rafael GIS resources*)
- 6) A summary of MTC's Lifeline Transportation Network Report findings that correspond to the Canal Neighborhood of San Rafael (i.e., designation of Lifeline Transit Routes and identification of temporal and spatial service gaps information obtained from prior community meetings) (*MTC GIS resources*)

- 7) A study area-wide map that overlays transportation and demographic information on one map (*TAM or GGT GIS resources, MTC GIS resources, Census 2000 data*)
- 8) A summary of Marin County Transit District's and Golden Gate Transit's current policies relative to transit service.
- 9) A summary of relevant transportation policies from TAM and City of San Rafael transportation policy documents.

The draft Existing Conditions Summary Report will be provided to the TAC members for review and comment prior to transmittal of an executive summary of the draft report to the Stakeholder Committee for their initial meeting.

Deliverable #3: Draft Existing Conditions Summary Report and Executive Summary for the San Rafael Canal Neighborhood

Task 4 – Initiate Collaborative Planning and Outreach Process

Stakeholder Committee

In order to solicit input from affected citizens and other stakeholders, TAM and the City of San Rafael will facilitate a community-based, collaborative planning and outreach process. As one of the first steps in the outreach process, the City of San Rafael will lead outreach efforts and form a Stakeholder Committee that will likely include Canal Neighborhood residents, neighborhood community and business leaders, school representatives and officials, City of San Rafael public officials and staff, representatives from Community-Based Organizations (CBOs) serving the Canal Neighborhood, County social service agencies, and elected officials and staff from MTC, TAM, Marin County Transit District, and Golden Gate Transit. The San Rafael City Council or a subcommittee of the Council will appoint the Stakeholder Committee members.

Community Outreach Plan

The City of San Rafael will lead the community outreach portion of the planning process, with TAM to support the outreach process as appropriate. In coordination with a core group of community representatives, the TAC will be responsible for drafting a community outreach plan. Outreach problems and issues will be identified, and a potential range of solutions will be prioritized. The plan will identify the best strategies to maximize the participation of community activists, Community-Based Organizations (CBOs), and other community members in the planning process.

TAM will assist with implementing the community outreach plan by facilitating informational mailings to Canal Neighborhood households and businesses. As funds allow, community outreach mailings will be printed in English, Spanish, and Vietnamese, and will be sent to all residents and businesses in the Canal Neighborhood (a number will also be provided for interested parties to call if they need the information in other languages). TAM also will facilitate the planning of stakeholder meetings and will assist

City of San Rafael staff with keeping all stakeholders and interested parties informed about project developments through mailings, web sites, and e-mail. City of San Rafael staff will also promote participation at civic events, as well as on the City's web site. City of San Rafael and TAM staff will jointly facilitate the Stakeholder Committee and Community Outreach meetings.

Stakeholder Committee Meeting #1

TAM and the City of San Rafael will convene the Stakeholder Committee Meeting #1. The meeting will be held at a meeting site readily served by transit and with adequate meeting space. As funds allow, Stakeholder Committee meeting will have Spanish- and Vietnamese-speaking translators present to successfully disseminate information to, and maximize participation of, Spanish and Vietnamese speakers.

An agenda, the work scope, schedule, Existing Conditions Report, and draft Community Outreach Plan, will be transmitted to the Stakeholder Committee at least one week prior to the meeting.

The purpose of the initial stakeholder meeting is to address the following:

- 1) Present the planning process, work scope, and schedule
- 2) Review, discuss, and finalize the Draft Executive Summary of the Existing Conditions Summary Report for the Canal Neighborhood of San Rafael
- 3) Review, discuss, and finalize the Draft Community Outreach Plan
- 4) Agree upon next steps and meeting schedule

TAM will present a summary of the planning process, work scope, schedule, and the findings of the Existing Conditions Report using a PowerPoint presentation.

City of San Rafael staff will present the draft Community Outreach Plan developed in coordination with a core group of community representatives and the TAC. This plan will suggest various ways to attract extensive community input throughout the planning process. The Stakeholder Committee and any public attendees at the meeting can provide input on how to proceed with the community outreach portion so as to maximize public participation, which may be incorporated in the final outreach plan.

Meeting #1 will conclude with a discussion as to what steps need to be taken prior to Stakeholder Committee Meeting #2.

Deliverable #4A: Memorandum #2 summarizing participants on the Stakeholder Committee

Deliverable #4B: PowerPoint presentation on the planning process, work scope, schedule, and Executive Summary of the Draft Existing Conditions Summary Report

Deliverable #4C: Final Executive Summary and Existing Conditions Summary Report

Deliverable #4D: Draft Community Outreach Plan detailing specific strategies to maximize participation in the planning process

Deliverable #4E: Final Community Outreach Plan detailing specific strategies to maximize participation in the planning process

Deliverable #4F: Minutes from Meeting #1

Task 5 – Implement Community Outreach Plan

Following acceptance of a Community Outreach Plan by the Stakeholder Committee, TAM and the City of San Rafael will initiate implementation of outreach efforts.

Examples of outreach elements that could be included in the plan include, but are not necessarily limited to:

- Informational mailings in English, Spanish, and Vietnamese to households and businesses
- Outreach to Community-Based Organizations and public agencies serving the Canal Neighborhood of San Rafael to encourage support and communication about the transportation planning process with their clients or members
- Informational postings on the TAM and City of San Rafael websites
- Neighborhood meetings facilitated by the City of San Rafael and TAM
- Presentations to local CBO's, churches, business organizations, etc.
- A telephone informational hot line

The cost of the implementing the Community Outreach Plan shall not exceed the funds allocated in the project's final budget.

Deliverable #5: Memorandum #3 summarizing community outreach efforts

Task 6 – Identify Transportation Gaps and Potential Solutions

Stakeholder Committee Meeting #2/Community Workshop will focus on identifying transportation gaps in the Canal Neighborhood. This meeting will be widely advertised and held in an easily accessible location to ensure broad community participation. The Stakeholder Committee and other community members will identify transportation gaps and potential solutions as a group and will then breakout into smaller workgroups based on the interest of the stakeholder and participation in the various topics. The purpose of the workshop session is to focus discussion on specific transportation gaps that the community feels exist in the Canal Neighborhood of San Rafael, and potential solutions to those gaps. This will involve open discussions among the participants about any difficulty in getting around town and to other destinations. Each work group will designate a recorder and a speaker to facilitate reporting back to the Committee.

As each work group reports their findings to the larger Stakeholder Committee, the larger Committee will have the opportunity to provide feedback and engage in discussion. TAM staff will record the discussions on easels for the Stakeholder Committee to view.

An agenda and minutes from Meeting #1 will be transmitted at least one week prior to Meeting #2.

Meeting #2 will conclude with a summary of issues and comments discussed, priorities, and next steps.

The TAC will categorize the potential solutions to the transportation gaps as short-, medium-, or long-term solutions and will determine the appropriate amount of initial technical analysis that TAM should conduct for each gap based on budgeted TAM staff time. The additional technical information may include, but would not be limited to: preliminary identification of costs; potential funding sources; identification of potential markets; and examples of best practices for similar situations.

Stakeholder Committee Meeting #3 will focus on presenting the findings from Meeting #2, as outlined in Memorandum #4, reaffirming the identification of the transportation gaps and potential solutions identified by the committee, and prioritizing the transportation gaps and potential solutions. TAM and City of San Rafael staff will facilitate an open and dynamic discussion that will lead to a ranking of the gaps identified by the Stakeholder Committee and potential solutions.

An agenda, minutes from Meeting #2, and Memorandum #4 will be transmitted at least one week prior to Meeting #3.

The outcome from this task will be Memorandum #5, which will be a prioritized list of the gaps and associated improvements. The top identified gaps, as identified by the Stakeholder Committee, will have potential solution(s) that will include a clear description of:

- 1) The spatial or temporal gaps
- 2) A discussion of the impacts of the gaps on Canal Neighborhood residents
- 3) The type of solution(s) that are proposed
- 4) Identification of the parties that could implement the solution(s)
- 5) The cost of implementing the proposed solution(s)
- 6) The possible source(s) of funding for the proposed solution(s)
- 7) The evaluation methods for the proposed service (i.e., cost effectiveness)
- 8) How the solution is related to and would coordinate with other transportation services
- 9) How consistent the potential solution(s) is with Golden Gate and Marin County Transit Districts' Short-Range Transit Plans and relevant transportation policy documents

Meeting #3 will conclude with a summary of issues, priorities, rankings, and consensus comments, which will be incorporated into Memorandum #5.

Deliverable #6A: Memorandum #4 summarizing transportation gaps and potential solutions identified at the Stakeholder Committee Meeting

#2/Community Workshop, and initial technical analysis on range of solutions

Deliverable #6B: Minutes from Meeting #2

Deliverable #6C: Memorandum #5 detailing prioritized list of transportation gaps and potential solutions, as identified by the Stakeholder Committee

Deliverable #6D: Minutes from Meeting #3

Task 7 – Prepare and Present Draft Community-Based Transportation Plan

TAM will prepare a draft Community-Based Transportation Plan that incorporates all technical memoranda, working papers, reports, and minutes from the previous tasks into a clear and concise action plan. The draft plan will present the prioritized program of potential transportation improvements that will serve to bridge the spatial or temporal gaps in transit service in the Canal Neighborhood of San Rafael and other transportation gaps that would be more cost effectively addressed by means other than transit service, including potential funding sources for solution implementation. The draft plan will also document the results of the outreach efforts, including meeting attendance and size of mailing lists used for meeting announcements.

At the **Stakeholder Committee Meeting #4**, TAM will give a PowerPoint presentation on the draft plan findings and will solicit feedback on the draft plan. This step is designed to ensure that there is broad support for the recommendations from the Stakeholders prior to presenting the draft plan for broader public comment.

An agenda, the draft plan, and minutes from the PWAB, San Rafael City Council, and TAM Board meetings, as well as Meeting #3, will be circulated to the Stakeholder Committee and other interested parties at least one week prior to Meeting #4.

Meeting #4 will conclude with a summary of draft plan comments and next steps.

Deliverable #7A: Draft Community-Based Transportation Plan and accompanying PowerPoint presentation

Deliverable #7B: Minutes from Meeting #4

Task 8 – Prepare and Present Draft Final Community-Based Transportation Plan

Following any revisions based on feedback from Stakeholder Committee Meeting #4, the draft final Community-Based Transportation Plan will be made available in multiple venues for public comment:

- A copy of the draft plan will be posted on the City of San Rafael's website.
- A copy of the draft plan will be posted on the TAM's website.
- Copies of the draft plan will be available at public libraries.
- A public meeting will be held in the Canal Neighborhood of San Rafael to present the draft plan and encourage maximum community participation, comment, and broad public participation.

Public comments on the draft plan will be summarized in Memorandum #6, which will also include any recommended revisions by the TAC to the draft plan before being presented back to the Stakeholder Committee.

Deliverable #8A: Draft Final Community-Based Transportation Plan and accompanying PowerPoint presentation

Deliverable #8B: Memorandum #6 summarizing public comments on the draft plan and revisions recommended by the TAC

Task 9 – Stakeholder Committee Consensus Acceptance of the Final Draft Community-Based Transportation Plan

The final **Stakeholder Committee Meeting #5** will review public comments on the draft plan and recommended revisions by the TAC. The Committee will be asked to provide final comments, which will be incorporated into the Final Draft Community-Based Transportation Plan, and a consensus acceptance of the plan that will be presented to the San Rafael City Council and TAM Board for acceptance.

An agenda, minute from Meeting #4, and Memorandum #6 will be circulated to the Stakeholder Committee and other interested parties at least one week prior to Meeting #4. Meeting #5 will conclude with a summary of comments and revisions to the final draft plan for consensus acceptance that will be presented to the San Rafael City Council and TAM Board for acceptance.

Deliverable #9: Minutes from Final Meeting #5

Task 10 – Prepare and Present Final Community-Based Transportation Plan

The final plan will be prepared based upon public comments received and Stakeholder Committee consensus comments, and will be presented to both the San Rafael City Council and TAM Board for acceptance. Members of the Stakeholder Committee will be encouraged to participate in the presentation. TAM will incorporate any final comments from the Council and the TAM Board into the final Community-Based Transportation Plan.

Once the plan is finalized, TAM will participate in regional forums to report on the project findings, or to otherwise share the information resulting from the planning process. TAM will also report to MTC on resulting key findings and recommendations.

Deliverable #10: Final Community-Based Transportation Plan