



Memorandum

DATE: March 3, 2011

TO: Programs and Projects Committee

From: Tess Lengyel, Programs and Public Affairs Manager
Matt Todd, Manager of Programming

Subject: **Approval of Countywide Safe Routes to Schools Program Scope of Services and RFP Implementation Timeline**

Recommendation

It is recommended the Commission approve the scope of services for inclusion in the Countywide Safe Routes to Schools (SR2S) Program Request for Proposals (RFP). Based on the delay in releasing the RFP, a revised implementation timeline is detailed below. ACTAC reviewed and recommended approval of the RFP outline at its January 4, 2011 meeting. This item was requested to be brought back in March at the February Commission meeting.

Summary

Alameda CTC is receiving funding from MTC for the implementation of a countywide SR2S program. In 2010, a proposed SR2S program was developed with input from the Commission, ACTAC, and other partners and was approved to submit to MTC on July 22, 2010. Attached is a scope of services for the RFP for the programmatic elements of the Alameda County SR2S Program, to be released in March, if approved by the Commission. The Safe Routes to Schools Capital Technical Assistance Program (SR2S Cap-TAP) and Capital Program are also a part of the overall SR2S program, and will be implemented independently by Alameda CTC staff. The release of the RFP was approved by the Commission in January and then requested to come back through Committees and the full Commission again in March to ensure the project scope was addressing the issues and concerns raised by Commissioners. A summary of Commissioner concerns is noted below.

Discussion

The Metropolitan Transportation Commission (MTC) created and funded a new SR2S grant program under the Climate Initiatives category of the Regional Transportation Plan. The focus of this new MTC program is to reduce greenhouse gases by promoting walking, biking, transit, and carpooling to school. Through this program, MTC is providing \$3.22 million in Congestion Mitigation Air Quality (CMAQ) funds to Alameda CTC for the Alameda County SR2S program. This funding is being matched with \$420,000 in Measure B Bicycle and Pedestrian Safety Funds, bringing the total program budget to \$3.64 million.

A final approved program for an Alameda County SR2S program was submitted to MTC in July 2010. The program was developed by Alameda CTC staff, with input from ACTAC, ACCMA and ACTIA Board members, and two public workshops. It was approved on July 22, 2010, at the Alameda CTC Board. It was designed to be a comprehensive countywide program that includes both programmatic and capital project components that target students, schools, and staff in all grade levels and that builds upon the existing SR2S program.

There are four elements in the countywide program, all of which will operate in tandem to form a coordinated effort:

- Three programmatic elements that are part of the proposed SR2S RFP addressed in this memo:
 - K-8 Program to operate comprehensive SR2S programs in a minimum of 90 schools
 - New High School program, to operate in approximately 10-13 schools
 - New Commute Alternatives program to reduce faculty and staff drive-alone trips in approximately 1-2 school districts
- A capital element, which will be implemented independently:
 - Provides both capital technical assistance for project development and funding to construct capital projects.

Issues and concerns raised by Commissioners

During the January and February Commission meetings, several comments were raised by Commissioners regarding how a future SR2S program should be implemented in Alameda County, including:

- Does the RFP reflect the lessons learned from the existing SR2S implementation?
- How will contractor tailor the program to meet the different community needs throughout the county?
- How will public health be integrated into the program?
- Expanded evaluation efforts are needed for the program.
- How will the contractor ensure that parents are involved?
- How can we get more data on who lives and walks/bikes within a quarter mile of a school and even out to ½ mile? How can we make sure to reach people who are within those distances of schools and who may not walk or bike? How can we change their behavior to do so?
- We should be able to implement a program that could be recognized as a national model.
- This program needs to be in every area of the County. Fremont and the Tri-Valley and Tri-Cities need to be equitably represented
- Concern over the commute alternatives program.
- Concern about the lack of funding for crossing guards; these guards are essential to the parent and community support of these programs and ultimately the safety of the children walking and biking to school
- For long-term funding, this could be a program that could be considered for the Transportation Expenditure Plan

Staff believes most of these concerns are addressed in the RFP and will evaluate teams that submit proposals on how effectively they respond to the general requirements of the RFP noted

below. The only areas that are outside of the RFP scope of services are the long-term funding for continuation of the program and the crossing guards. Staff has contacted and coordinated with MTC to determine if crossing guards could be funded through the TAP-CAP program. Use of the federal funds available to implement the program are not eligible for crossing guards; however, staff is pursuing other possible opportunities for finding fund sources to support crossing guards.

Requirements of the RFP

The Consultant teams responding to the SR2S RFP will be required to identify how their proposed approach will address the overall countywide SR2S program goals, which are to:

- Establish one cohesive countywide program that is implemented equitably throughout the County, with all elements integrated and coordinated efficiently, even if implemented by different entities;
- Build upon lessons learned and continue successes, including the current K-8 SR2S program which will be operating in 90 schools by June 2011;
- Create two new and effective countywide programs (high school and commute alternatives);
- Effectively coordinate with partner agencies to implement and expand the program;
- Address traditional SR2S 5 E's (Education, Encouragement, Engineering, Enforcement, Evaluation), as well as a 6th E, Emission Reductions.

In addition to the above, the consultant must address how it will meet performance measures it proposes as part of the scope of work.

As a part of the responses to each task in the scope of services (Attachment A), the consultant is expected to address the integration of the following items for the continuation and expansion of an Alameda County SR2S Program:

- Identify opportunities and activities that can support long-term achievement of sustained mode shift and emissions reductions, and include examples of experiences and the proposed approach to achieving mode shift.
- Define and rationalize realistic mode shift goals and targets through the use of proposed performance measures.
- Describe how multiple partners will be engaged in the SR2S program to establish successful partnerships, including strategies for low-income communities.
- Describe how the proposed approach will tailor the SR2S program to each unique community and how the program will aim to expand participation at each school site, including identifying and reaching out to students and families within a half-mile radius of each school where a SR2S program will be implemented.
- Describe past experiences in flexibly responding to cuts in city and school resources, and how those experiences influence the proposed SR2S program approach.
- Describe the consultant staff composition and how the proposed approach will identify the needs of and support the multi-cultural and different incomes level of communities throughout Alameda County.

- Describe effective engagement experiences with parents, educators, city staff and others that have expanded involvement in the SR2S Program and how the proposed approach will implement multi-faceted engagement in the Alameda County program.
- Describe the proposed approach to address barriers to involvement in a SR2S program for parents and staff at schools.
- Describe how the proposed approach will address public health issues and benefits related to walking and biking.
- Describe how the consultant will engender and support school champions and volunteer leaders with the aim of achieving support for the program from school administrators.

Alameda CTC staff proposes to release one RFP for the three programmatic elements in late March 2011. A team would be hired to operate and provide coordination among the three elements for a two-year period, beginning July 2011. The team will also be responsible for integrating bicycle safety education classes for children, which are currently being offered through a Measure B grant-funded project with the East Bay Bicycle Coalition, into the countywide SR2S program. The new BikeMobile project, recently funded through a competitive regional SR2S grant, will also be administered in concert with this contract.

RFP Implementation Timeline

Proposed SR2S Programmatic Elements Implementation Timeline UPDATE

Date	Activity
Dec 2010	ACTAC provided input on RFP Tasks List
March 24, 2011	Alameda CTC RFP scope of services
March 25, 2011	Release RFP (for programmatic components)
April 18, 2011	Mandatory Pre-Bid Meeting
April 28, 2011	Proposals Due
Week of May 16, 2011	Consultant Interviews
June 23, 2011	Approval of Consultant by Alameda CTC
July 1, 2011	Start of new countywide SR2S Program Contract
June 30, 2013	Completion of SR2S Program Contract

Attachment

Attachment A - Alameda County SR2S Program RFP Scope of Services

**ALAMEDA COUNTYWIDE SAFE ROUTES TO SCHOOLS PROGRAM
REQUEST FOR PROPOSALS (RFP)
SCOPE OF SERVICES**

The Alameda CTC seeks consultant assistance to administer the continuation and expansion of the Alameda Countywide Safe Routes to Schools (SR2S) programs. The Alameda CTC has funded the Alameda Countywide SR2S Program since 2007 using local sales tax funds (Measure B). The initial program was focused on North and Central Alameda County. Since 2009 the program serves the entire county. MTC created and funded a new SR2S grant program under the Climate Initiatives category of the Regional Transportation Plan. The focus of this new MTC program is to reduce greenhouse gases by promoting walking, biking, transit, and carpooling to school.

In July 2010, the Alameda Countywide SR2S program was approved by the Alameda CTC. The program was developed by Alameda CTC staff, with input from the Alameda County Technical Advisory Committee (ACTAC), the Alameda CTC Board members, and two public workshops. It is designed to be a comprehensive countywide program that includes both programmatic and capital project components that target students, schools, and staff in all grade levels and that builds upon the existing SR2S program.

A consultant will be selected to operate and provide coordination among the three programmatic elements for a two-year period, beginning July 2011. The team will also be responsible for integrating bicycle safety education classes for children, which are currently being offered through a Measure B grant-funded project with the East Bay Bicycle Coalition, into the countywide SR2S program. The new BikeMobile project, recently funded through a competitive regional SR2S grant, will also be administered in concert with this contract.

There are four elements in the countywide program, all of which will operate in tandem to form a coordinated effort:

- Three programmatic elements that are part of this RFP include:
 - K-8 Program to operate comprehensive SR2S programs in a minimum of 90 schools
 - New High School program, to operate in approximately 10-13 schools
 - New Commute Alternatives program to reduce faculty and staff drive-alone trips in approximately 1-2 school districts
- A capital element, which will be implemented separately from this RFP scope of services:
 - Provides both capital technical assistance for project development and funding to construct capital projects.

The consultant is required to identify how its proposed approach will address the overall countywide SR2S program goals, which are:

- Establish one cohesive countywide program that is implemented equitably throughout the County, with all elements integrated and coordinated, even if implemented by different entities;

- Build upon lessons learned and continue successes, including the current K-8 SR2S program which will be operating in 90 schools by June 2011;
- Create two new and effective countywide programs (high school and commute alternatives);
- Effectively coordinate with partner agencies to implement and expand the program;
- Address traditional SR2S 5 E's (Education, Encouragement, Engineering, Enforcement, Evaluation), as well as a 6th E, Emission Reductions.

In addition to the above, the consultant must address how it will meet performance measures it proposes as part of the scope of work (a draft list is included in Task 1).

As a part of the responses to each task below, the consultant is expected to address the integration of the following items for the continuation and expansion of an Alameda Countywide SR2S Program:

- Identify opportunities and activities that can support long-term achievement of sustained mode shift and emissions reductions, and include examples of experiences and the proposed approach to achieving mode shift.
- Define and rationalize realistic mode shift goals and targets through the use of proposed performance measures.
- Describe how multiple partners will be engaged in the SR2S program to establish successful partnerships, including strategies for low-income communities.
- Describe how the proposed approach will tailor the SR2S program to each unique community and how the program will aim to expand participation at each school site, including identifying and reaching out to students and families within a half-mile radius of each school where a SR2S program will be implemented.
- Describe past experiences in flexibly responding to cuts in city and school resources, and how those experiences influence the proposed SR2S program approach.
- Describe the consultant staff composition and how the proposed approach will identify the needs of and support the multi-cultural and different income level of communities throughout Alameda County.
- Describe effective engagement experiences with parents, educators, city staff and others that have expanded involvement in the SR2S Program and how the proposed approach will implement multi-faceted engagement in the Alameda Countywide program.
- Describe the proposed approach to address barriers to involvement in a SR2S program for parents and staff at schools.
- Describe how the proposed approach will address public health issues and benefits related to walking and biking.
- Describe how the consultant will engender and support school champions and volunteer leaders with the aim of achieving support for the program from school administrators.

TASK 1 – PROJECT INITIATION, MANAGEMENT AND COORDINATION

The consultant will oversee the implementation of all SR2S Program elements throughout the life of the project, ensuring that all program elements are integrated and implemented as a

unified countywide program, and that it is delivered equitably throughout Alameda County. The work for this task includes managing the program funding, grant compliance and providing regular progress updates to Alameda CTC. The consultant will complete all funding requirements in accordance with federal funding and Alameda CTC reporting requirements for Measure B funds.

The consultant will prioritize developing expertise among its locally-based program partners, as appropriate, to ensure a sustainable program. In addition, the Consultant will ensure that the program is fully integrated with school-related bicycling and walking programs and activities not funded through this contract, including efforts being carried out by local jurisdictions. The consultant will ensure that the new BikeMobile program is integrated with the overall program, per Task 6. Upon request, the consultant may be requested to provide input on potential capital project benefits for access improvements to school facilities.

As a part of this task, the consultant will further develop the program elements and define the work products and performance measures (sample measures are included below) in greater detail, as well as develop and maintain a detailed overall project schedule, including deliverable due dates. All program evaluation activities will be coordinated, and summary reports will be prepared. Program evaluation must be coordinated with evaluation efforts being developed by MTC and its consultants. One project manager will be designated to serve as a single point of contact for Alameda CTC, and will oversee and lead the Alameda Countywide Safe Routes to Schools program.

Additional coordination under this task includes working with MTC and its consultants on MTC's Regional School and Youth Outreach Program (RSYOP). These efforts will include serving on a regional Technical Advisory Committee (TAC), which will develop a work plan for this effort, provide input on and share technologies, test new program elements developed out of this process, and potentially implement programs that are outcomes of MTC's RSYOP. It is anticipated that serving on the TAC and providing input and testing programs is covered as part of this contract; however, if a program is requested to be implemented on behalf of MTC, the Alameda CTC understands that appropriate funding levels, not included in this scope of work, will be provided.

Sample project performance measures and program goals may include, but are not limited to, the following:

Overall Program

- percent or lbs. of emissions reduced (criteria pollutants and greenhouse gas emissions)
- percentage and number of SOV trips reduced
- vehicle miles traveled reduced
- # of new partners
- others

K-8 Program

- # of elementary schools with comprehensive SR2S program

- # of middle schools with comprehensive SR2S program
- # of students attending these schools
- mode shift by families/students as a result of the project
- # of students receiving in-class presentations
- # of students attending assembly programs
- # of students participating in after-school activities
- # of biking and walking school-wide events
- # of students receiving in-class bike safety education and training
- # of teachers who received training
- # of after-school providers who received training
- # of schools provided with resources/assistance (not part of comprehensive program)
- # of parents, volunteers and community members involved
- increase in bus ridership
- # of bike rodeos
- # of family cycling workshops

High School Program

- # of high schools with comprehensive SR2S program
- mode shift by students as a result of the program
- Trips (and/or vehicle miles) reduced due to program
- # of students involved in implementing the program
- # of students participating (attendees at events, signup on web site, etc.)
- # of training events
- reduction in # of cars parked in school lot
- increase in bus ridership

Ridesharing/carpool program

- % reduction in total vehicle trips (or vehicle miles travelled) to schools
- mode shift by participants as a result of the project
- # of staff and faculty contacted through presentations, emails or other contacts
- % of faculty and staff participating in program
- # of parents participating, if applicable
- # of students participating, if applicable
- reduction in # of cars parked in school lot
- increase in bus ridership

BikeMobile

- Trips (and/or vehicle miles) reduced due to bike repairs made
- Trips (and/or vehicle miles) reduced due to person-contacts made
- # of school visits
- # of other site visits
- # of bike repairs made
- # of kids reached with promotions

- # of students who report bicycling to school as a result of the program

Proposed project measures and goals will need to respond to any MTC program requirements, which are still being developed.

Task 1 Deliverables:

- Kick-off meeting notes, with follow-up tasks*
- Refined schedule, task budgets, deliverables, and performance measures*
- Participation on MTC's Technical Advisory Committee for its Regional School and Youth Outreach Program, and coordination with MTC on performance measure development and project evaluation*
- Monthly progress reports detailing project activities, coordination efforts and goal achievement*
- Meetings with Alameda CTC staff, including preparation of summary notes*
- Meetings with team partners to ensure adherence to project schedule and deliverables*
- Summary evaluation of all program elements, submitted once per year*
- Annual summaries showing distribution of program activities throughout the county.*

TASK 2 – COMMUNICATIONS AND OUTREACH STRATEGY

The Program will require extensive coordination between local jurisdictions, school districts, community organizations, and the general public. The consultant will develop a branding strategy for the coordinated program, as well as an approach to effectively make information about the various program elements easily accessible to all stakeholder groups, including in multiple languages as necessary. Strategies will include a program web site, newsletters, and printed materials, at a minimum. As required by the Metropolitan Transportation Commission (MTC) and to maximize the efficient use of resources, the consultant will coordinate these efforts with MTC's regional SR2S activities.

Task 2 Deliverables:

- Memo outlining draft communications and outreach strategy, including descriptions, schedule, and budget for each item. Coordinate with MTC and its consultants on regional strategies and document how implementation will occur in Alameda County between the county and regional strategies.*
- An Alameda County SR2S web site to provide access to information about all program elements, including listing of major activities, contact information, and resources for local program participants to utilize.*
- Regular newsletters.*
- Maintain updated and effective print materials, including in multiple languages, as necessary.*

TASK 3 – SAFE ROUTES TO SCHOOLS GRADES K-8 PROGRAM

This task provides for the continuation of the existing Alameda Countywide Safe Routes to Schools program in grades K-8, which is scheduled to be implementing comprehensive programs in 90 schools by July 2011. The specific 90 schools may change over time, but the total number

of participating schools with comprehensive programs will remain or increase if additional funding can be secured.

Each school will have a comprehensive program designed to meet the specific needs of that school, but will at a minimum include regular contact with the consultant, the provision of resources to maintain an ongoing SR2S program throughout the year, and program evaluation at the schools site. Program evaluation will need to be coordinated with MTC's evaluation efforts. Comprehensive programs will be designed to be the most effective for each school site and to be within the overall budget. They may include bicycle safety education, general assemblies, puppet shows, walk audits, trainings for students, staff, and parents; technical and programmatic support regarding the implementation of activities such as walking school buses, assemblies, monthly Walk to School Days, and collaboration with law enforcement.

The program will also continue to offer web-based resources and provide technical assistance to schools that do not have comprehensive programs. Local task forces made of up key community stakeholders, which may include parents, teachers, elected officials and others, will be utilized and/or developed to assist in defining the reach of the program around the school site, the program needs, determining the program components, and assisting with program delivery. The curriculum and educational materials will be regularly revised to follow the current best practices.

The consultant will integrate family cycling clinics and bicycle rodeos – both of which have previously been funded and implemented as stand-alone projects – into the K-8 program, along with the new BikeMobile program (described in Task 6). School site visits made by the BikeMobile must be integrated into programs at schools both with and without comprehensive SR2S programs, as appropriate.

Task 3 Deliverables:

- a) *Building on the current K-8 program, develop a revised work plan to maximize program effectiveness. Include performance measures, schedule, and detailed task budgets.*
- b) *Maintain and revise curriculum and educational and promotional materials to keep them up-to-date and in line with current best practices.*
- c) *Marketing materials, including press releases and handouts.*
- d) *Program evaluation approach memo and coordination with MTC on evaluations.*
- e) *Program evaluation final report at the end of years 1 and 2.*
- f) *Program integration approach memo*

TASK 4 – SAFE ROUTES TO SCHOOLS HIGH SCHOOL PROGRAM

This is a new program element for the Alameda Countywide Safe Routes to School program. The consultant will research effective strategies for use in encouraging high school students to reduce emissions from school-based trips by using transportation modes such as bicycling, walking, transit, or ridesharing. Based on an assessment of best practices, the consultant will develop recommended program elements, and a proposed project schedule and detailed task budgets.

The consultant will tailor the program to the unique needs of high school students, and may include elements such as social marketing tools, student involvement in program design, and parking management strategies. The program will be implemented in 5 high schools in Year 1, with 5-8 more high schools to be added in Year 2. High schools selected in Year 1 should represent schools of various types and sizes within Alameda County to test the viability of program elements in different contexts. Similar to Task 3, the consultant will integrate the BikeMobile program (described in Task 6) into the high school program, as appropriate.

Task 4 Deliverables:

- a) *Summary memo on best practices for high school Safe Routes to School programs, or other programs successful in increasing bicycle, pedestrian, or rideshare trips among high school students.*
- b) *Final recommendation on program approach, elements and schools to target over the two years.*
- c) *Develop detailed schedule, budget and performance measures.*
- d) *Program evaluation approach memo, including survey instrument and summary of current demographics and commute patterns among students at targeted schools.*
- e) *Program evaluation final report at the end of years 1 and 2.*

TASK 5 – SAFE ROUTES TO SCHOOLS COMMUTE ALTERNATIVES PROGRAM

This Task focuses primarily on reducing the percentage of single occupant vehicle (SOV) trips made by school staff and teachers, and to encourage ridesharing, carpooling and transportation options that support clean air by reducing or eliminating greenhouse gas and other pollutant emissions.

The program will target 1 to 2 school districts for implementation. Based on an assessment of best practices for Transportation Demand Management (TDM) strategies, as well as resources currently available in Alameda County, the consultant will assess how these populations can take advantage of, and coordinate with, new and existing TDM programs, such as the 511.org School Pool program. As appropriate, customized approaches will be developed to further address the needs of staff and teachers in the targeted school districts. The consultant will recommend appropriate technology to utilize, including consideration of traditional methods and innovative approaches such as dynamic ridesharing.

The consultant will also investigate the feasibility of including parents and eligible students as carpool participants or drivers, as well as participation in the program by school district office staff.

Task 5 Deliverables:

- a) *Work with Regional Rideshare Program to survey origins and destinations and current commuting patterns of school staff and teachers.*
- b) *Research memo summarizing the targeted populations' needs and constraints.*
- c) *Best practices memo to determine most effective strategies for addressing the target populations. Memo should include assessment of feasibility for including school district*

staff in the program and the potential inclusion of high school students as either drivers or passengers.

- d) Work plan, budget and schedule to implement program, with a strategy, time frame, and estimated budget for potential expansion throughout Alameda County.*
- e) Program evaluation results at the end of years 1 and 2.*

TASK 6 – INTEGRATION OF BIKEMOBILE PROGRAM INTO ALAMEDA COUNTYWIDE SR2S PROGRAM

The BikeMobile program, through which Cycles of Change (a local non-profit organization) will provide bicycle repair, maintenance lessons, and also promote bicycling at sites around the county, including schools, is a new component of the SR2S program. The program has its own dedicated funding source, which includes some funding for coordination with the overall countywide SR2S program.

The consultant will have full responsibility for fully integrating, monitoring and reporting for the BikeMobile program, including ensuring that it is implemented as one element in the overall Alameda Countywide SR2S program. This includes consultant staff time for work to coordinate with BikeMobile staff on BikeMobile visits that coincide with other SR2S programming, and to assist with school-site logistics for the BikeMobile visits.

Task 6 Deliverables:

- a) Memo summarizing the strategy and specific steps to integrate the BikeMobile program into the Alameda Countywide SR2S program.*
- b) Memo defining the deliverables, performance measures, task budgets, and schedule for the final selected approach for implementing the BikeMobile program.*
- c) All activities of the BikeMobile Program will be reported on a monthly basis under Task 1.*