

EXHIBIT “A”



CITY OF MCKINNEY ON-STREET BICYCLE TRANSPORTATION MASTER PLAN

SCOPE OF SERVICES

September 20, 2010

INTRODUCTION

This scope of services describes the tasks to be completed by Renaissance Planning Group (the Consultant) to develop an On-Street Bicycle Transportation Master Plan (Plan) for the City of McKinney. The Plan will identify key routes and facilities, prioritize project implementation areas for future funding, and provide consistent design of bicycle infrastructure throughout the City. The Plan will include a detailed map of the City of McKinney On-Street Bicycle Plan, facility types and designs, and an implementation strategy. The primary objective of the Plan will be to enable, through its implementation, a safe and robust bicycle infrastructure network that complements an off-road trails network, with connections to current and future transit service, major employers, and other desired destinations, responding to a long-standing demand for seamless transportation alternatives and a need to reduce greenhouse gas emissions and improve air quality.

Development of the plan will include the following:

- Context Inventory and Analysis;
- Defining the Conceptual Network;
- Refining the Network and Drafting the Design Framework;
- Developing Policy and Program Elements; and
- Developing an Implementation Plan.

To accomplish these objectives, Consultant activities will entail the following phases and work tasks:

PHASE I – SETTING THE CONTEXT AND IMAGINING OUTCOMES

TASK 1 – PROJECT INITIATION

The Consultant will begin the process with a conference call with City staff and the consultant associated with the Sustainability Plan – a concurrent effort by the City of McKinney – to ensure coordination of the two efforts and better define the projected timeframe, especially as it relates to public meetings and participation. This call will be followed by an in-depth project studio (kick-off work session) with appropriate City staff to frame the project and create the storyboard for how the planning process will proceed. (This session will also incorporate city staff and consultants responsible for the development of the



Sustainability Plan to ensure a symbiotic process between the two efforts.) The initial task is to foster collaboration and develop a basic understanding of the project context, both in terms of physical and geographic features of the study area and the policy framework in place as defined by the City, Collin County, the North Central Texas Council of Governments (NCTCOG), and the Texas Department of Transportation (TXDOT). The Consultant will develop a common Geographic Information System (GIS) framework/database as a way to maintain information on the City's bicycle network characteristics and measure progress toward achieving key benchmarks for facility/network development. This GIS database will build upon the information already available from the City of McKinney, Collin County, TXDOT, the NCTCOG and other agencies. The Consultant will work with appropriate local agency and City staff to define a GIS protocol for a data dictionary and the overall database structure to ensure it can be efficiently maintained and updated in the future by city staff.

In preparation for the studio, the Consultant will conduct a quick snapshot inventory and assessment of mobility conditions, available data, issues and opportunities in the community related to bicycle transportation, both in terms of regional context and local initiatives. Other major framing issues at the national, state or regional level, such as greenhouse gas emissions reduction, ozone non-attainment, and energy efficiency, will be considered and incorporated into the context assessment. The goals and objectives of the plan regarding sustainability will be developed in conjunction with and complement the Sustainability Plan. The Consultant will define key issues and opportunities and discuss them in a studio format with City staff to set the stage and guide the project. This will help to frame the analysis that will follow to ensure it is efficiently focused on addressing key local needs and expectations of reviewing agencies, including defining the data to be collected and the key metrics that need to be measured to develop recommendations and the success of implemented components of the plan.

After properly setting the context of issues and opportunities, the next step is to identify possible outcomes for the work products and potential on-street bicycle transportation strategies that may be recommended. This step will outline the evidence, or data analysis, necessary to support the transportation and mobility goals of the City, reflecting predominant travel flows, trip purposes, and current and future land use patterns. This analysis will focus on defined performance measures and tools that will aid the City and stakeholder agencies, such as TXDOT, the NCTCOG, or Collin County, in decision-making and allocating resources for projects. The product of this step is a refined project schedule and storyboard outline that will include a workflow chart and refined schedule to reach important milestones in the study process. The storyboard is simply a step-by-step outline of the data development and analysis steps, including public and agency review, necessary to guide the master plan toward successful completion.

Consultant deliverable: Studio summary, refined schedule and storyboard outline.

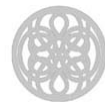


TASK 2 – PUBLIC PARTICIPATION

The Consultant will work with City staff to implement a cost-effective and meaningful public involvement program in support of the On-Street Bicycle Transportation Master Plan. This will entail workshops and briefings/meetings with key groups to solicit ideas and feedback on the conditions analysis, measures and development of strategies. The Consultant will seek guidance from the public for needed bicycle facilities/treatments and other roadway modifications, and staff from TXDOT, NCTCOG and other appropriate agencies will be involved early in the process. The Consultant will work with City staff to conduct briefings and meetings to obtain input and guidance on the development of the plan from other key stakeholders as well.

As part of this task, the Consultant will participate in up to five (5) meetings with City staff (generally timed in coordination with data collection, public outreach events including public meetings related to the Sustainability Plan, and/or presentations). These will include the kick-off studio described in Task 1 and progress/coordination meetings for subsequent work tasks in parallel with other consultant activities. The Consultant will seek input from stakeholders/community groups through one-on-one interviews, focus group discussions, and briefings with community groups. The Consultant will hold two community workshops which will enable people to review materials, define additional needs and help establish potential prioritization criteria. The Consultant will provide meeting notices which can be used by City staff via social media (City website, Facebook, Twitter, e-newsletter, and Constant Contact list) as well as in emails to identified interested parties and stakeholders for use in promoting the community workshops. The Consultant will summarize the public workshop comments for consideration by City staff in subsequent tasks. The Consultant will conduct two presentations to the City Council to present the findings and recommendations from the On-Street Bicycle Transportation Master Plan.

This public participation process will build upon the established networks in place throughout the City and surrounding area. The Consultant shall create and maintain a Plan Information Network of contacts in coordination with City staff to define community group leaders, neighborhood groups and individual stakeholders. The Consultant, with City staff assistance and in conjunction with the Sustainability Plan efforts, shall identify need, objective, time frame and locations for public meetings. The Consultant shall utilize the Plan Information Network in addition to the social media identified above for notifications of meetings, web site updates, study progress, and recommendations. The Consultant shall provide website content related to the project, including graphics and meeting announcements. City staff will utilize the Office of Environmental Stewardship website (and link to Engineering and Planning websites) to post the Master Plan and maintain the updates during the course of the project. The public participation activities will be scheduled in conjunction with travel for other project tasks and the Sustainability Plan effort to ensure efficient use of travel time on site.



Consultant deliverable: Plan Information Network, outreach/website materials, workshop materials, meeting/workshop summaries

TASK 3: CONTEXT INVENTORY AND ANALYSIS

This task involves developing the analytical evidence, or proof points, that support the anticipated outcomes of the On-Street Bicycle Transportation Master Plan. Based on the storyboard created in Task 1, the Consultant will collect and analyze data necessary to identify the bicycle transportation conditions, future growth, trends and influences that will drive future demand for mobility and access, including existing and desired future land use design as projected in the Comprehensive Plan and envisioned by the community. To the extent practical, available data from existing sources will be obtained and used for analysis as the primary method. Targeted original data collection from field work will be limited to filling in gaps in the data necessary to perform a citywide analysis of conditions and opportunities. The Consultant will provide context on the “6 Es” of bicycle planning: engineering, education, encouragement, enforcement, equity and evaluation as part of this analysis. Analyses under this task will provide a proper framework for bicycle transportation mobility issues and opportunities and will include the following:

- The Consultant will use the latest available GIS data to be assembled from various sources, including the City of McKinney, Collin County, TXDOT, the NCTCOG and others, to develop information on the City’s bicycle network characteristics and measure progress toward achieving key benchmarks for facility development. The Consultant will compile existing conditions data to define key bicycle network characteristics such as type of facility, hazards, barriers, available electronic crash information involving bicyclists, and roadway characteristics relevant to bicycle accessibility such as existing and planned transit service, posted traffic speeds, number of lanes and widths, traffic volumes and existing congestion levels. The Consultant will fill in gaps in data needed through field data collection efforts.
- An audit of existing policies related to bicycle transportation will be undertaken during this task. A key component of an effective bicycle program involves understanding the level of consistency of non-motorized transportation policies among the governmental agencies in the area. The policy audit will address policies and thoroughfare standards used in the engineering/public works and planning departments of the City and County, as well as TXDOT, relating to bicycle facility design, signage and markings, project prioritization, location-specific policies (e.g., within a certain distance of schools), and development policies related to site plan treatments for the bike travel and accessibility. The Consultant will also address the extent to which such topics as “complete streets,” Safe Routes to Schools and other current topics are addressed formally by policy. This task will begin with a scan of comprehensive plan goals, the Parks, Recreation and Open Space Plan bicycle



trail objectives, objectives and policies relative to bicycle mobility and land use context, land development regulations, and other relevant documents. Professional sources or references used in the definition of local policies will be identified (e.g., AASHTO Green Book, MUTCD, ITE manuals, etc.). As part of this review, the Consultant will interview appropriate agency staff to discuss their policies and will prepare a synthesis of policies and codes that defines the range of treatments/accommodation/emphasis in the McKinney area. The synthesis will identify best local practices, as well as policy gaps, weaknesses or omissions. The Consultant will then draft the supporting goals, objectives and policies in support of the On Street Bicycle Transportation Master Plan that build on the City's existing plans and the NCTCOG plans.

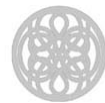
- In addition to the GIS database defined above, the Consultant will create a map series to convey the results of this conditions analysis, including key focal points for the bicycle transportation network, such as schools, parks, and activity centers; network connectivity (including existing and future transit linkages); and a neighborhood accessibility analysis that indicates the relative access of neighborhoods to bicycle and trail facilities and important destinations, such as hospitals, retail centers, and services; current and envisioned land use patterns; and graphical depictions of conditions and treatments. Linkages to the Regional Veloweb and bicycle transportation networks in adjacent communities will also be incorporated in this analysis.
- The Consultant will conduct an assessment of the local institutional framework and organizational capacity regarding bicycle transportation issues in the community and identify opportunities for future collaboration/implementation. This may include public agencies as well as non-profits or other community-based organizations.

The Consultant will produce Technical Memo #1 (electronic document) documenting the Context Inventory and Analysis for review and comment by City staff. Based on staff review comments, the Consultant will incorporate necessary changes into the final Master Plan documents.

Consultant deliverable: Technical Memo #1: Context Inventory and Analysis

TASK 4: DEFINE CONCEPTUAL NETWORK

Based on the Conditions Inventory and Analysis developed in Task 3, the Consultant will define a conceptual network that starts an overall vision for bicycle transportation in the City. The Consultant will develop a working map that makes key connections, providing mobility and access, and begins to identify a hierarchy or typology of bicycle treatments, such as spine routes and feeder routes. The first public workshop identified in Task 2 will be held once the conceptual network is defined and reviewed by the City for use. During the same site visit, the Consultant will hold a project studio with City staff to review the conceptual network and clarify direction for Task 5.



Consultant deliverable: Conceptual Network map (electronic version), project studio summary.

PHASE II – DEVELOPING THE STORY

TASK 5: REFINE NETWORK AND DRAFT DESIGN FRAMEWORK

The Consultant will next develop the evidence to further detail and refine, as necessary, the Conceptual Network, incorporating input received from City staff, the public, and others regarding the future bicycle transportation network. The Consultant will identify a range of treatments to enhance conditions for bicycle transportation, addressing applicability to corridors and streets and bicycle facility criteria. The Consultant will also propose refinements to the City's adopted Thoroughfare Plan as needed, such as modifying functional class designations and/or thoroughfare sections.

The network and design framework will identify specific treatments for various corridors and will also provide guidance to the City for incorporating bicycle treatments for future development and roadway projects. The network will include projects -- described in narrative, maps, drawings, and tables -- that are needed to achieve objectives for connectivity, comfort, accessibility and overall mobility for users of all ages and abilities. The Consultant will hold a project studio with City staff prior to submission of Technical Memo #2 to ensure clarity on the bicycle transportation network and recommended facilities options.

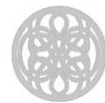
The Consultant will produce Technical Memo #2 (electronic document) documenting the Bicycle Network Needs Plan/Map and Design Framework for review and comment by City staff. Based on staff review comments, the Consultant will incorporate necessary changes and will present the Needs Plan and Design Framework to the City Council either at a meeting of the entire Council or to the appropriate Council subcommittees.

Consultant deliverable: Technical Memo #2: Bicycle Network Needs Plan/Map and Design Framework

TASK 6: DEVELOP POLICY AND PROGRAM ELEMENTS

In this task, the focus is on the policy and program aspects of the On-Street Bicycle Transportation Master Plan. The Consultant will identify design policies (e.g., inclusion of bicycle accommodation in resurfacing projects), development criteria and mitigation, and comprehensive plan refinements (e.g., connecting facility design with future land use modules or bicycle parking requirements) for review and consideration by City staff.

The Consultant will work with the City staff to develop program elements based on the "6 Es" (with an emphasis on encouragement, enforcement, and education), which will reflect the organizational capacity and opportunities analysis identified in Phase I. Essentially, this task will build upon prior tasks to identify



key program strategies that will complement bicycle facility development by engaging key public, non-profit and community-based organization partners to strengthen the culture of bicycling in the City. The Plan's program component will work toward eventual creation of a Bicycle Friendly Community, identifying how to move forward in ways such as creating a Bicycle and Pedestrian Advisory Board, encouraging cycling through promotional events, safety education and awareness, clean air education outreach efforts, developing partnerships with law enforcement partnership, and Safe Routes to School programs.

The final component of Task 6 is to build upon the database of existing conditions to define a proposed set of benchmarks or performance targets for bicycle transportation and mobility in the City of McKinney. These performance measures will serve as a basis for how to set priorities for implementation of projects, programs, and policies to enhance bicycling in the City. Using information from previous tasks, ongoing planning efforts in the City, such as the Town Center Study and the citywide Sustainability Plan, and public input received at the community workshop, the Consultant will recommend a project prioritization methodology for bicycle transportation projects and programs. The policy audit and plans inventory in Phase I will be particularly relevant to the prioritization methodology. The goal is to develop a methodology that can be easily understood by a wide range of technical and non-technical audiences, using criteria that reflect established policies and the public input to achieve defined goals and objectives.

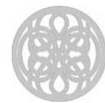
Task 6 will kick-off with a project studio to identify key program elements, potential policy revisions, and potential prioritization criteria. The second public workshop identified in Task 2 will be held near the end of this task to provide opportunity to public input on priorities for implementation of projects, programs, and policies.

The Consultant will produce Technical Memo #3 (electronic document) documenting the Recommended Program and Policy Elements and revised thoroughfare sections/facility types for review and comment by City staff. Based on staff review comments, the Consultant will incorporate necessary changes into the final Master Plan documents.

Consultant deliverable: Technical Memo #3: Recommended Program and Policy Elements; recommended revised or new thoroughfare sections and facility types

TASK 7: IMPLEMENTATION PLAN AND FINAL DOCUMENTATION

The Consultant will develop an implementation/financial plan that defines short-, mid-, and long-range project priorities, which can be used as a reference for capital improvements programming. The Consultant will develop planning-level costs and conceptual designs, as appropriate, for recommended strategies, based on unit costs developed from local sources, TXDOT standards, and recently completed projects in the City or region.



The Consultant will compile an inventory of existing and potential funding opportunities for implementation of the Plan, covering programs, grants and partnerships. The funding sources will not be limited to funding for facilities, but will also address program funding (e.g., education and encouragement), and will include potential public, non-profit and other non-governmental organizations as sources. The Consultant will begin with defining funding strategies/sources that are now in use in the region and will identify what existing sources are not being used and why. Eligibility, matching or other requirements for such potential funding sources will be identified.

The implementation plan will identify key strategies and activities, when and how often they should occur, and which entity or entities should be engaged in the activities. The Consultant will work with City staff and review best practices experiences to estimate the general level of effort or cost associated with the recommended program activities. These strategies will be categorized into implementation time frames (near-, mid- and long-term), outcomes and responsibilities.

The Consultant will develop an evaluation component for the plan that establishes key performance measures or indicators that will be used to monitor the effectiveness of the Master Plan, including facility development, over time. The evaluation component will identify both measures and benchmarks (targets) to provide a strategic set of performance goals for bicycle implementation activities. These metrics will take into account vehicle miles traveled (reduced), greenhouse gas emissions reductions, and benefits related to reduced ozone production.

A plan is only as good as its community support and utility for program and project implementation. As part of this task, the Consultant will assist City staff in developing a communications/marketing strategy and work products to promote the master plan, along with safe and effective bicycling. This task includes communicating policy and design guidelines language to citizens and relevant agencies/organizations. In addition, this task identifies the following consultant work products that will help achieve these goals:

- Media campaign – assistance in communicating key messages and supporting data “proof points” to local media, agencies, schools and non-profit groups to help raise awareness about the issues and needs of cyclists and pedestrians throughout the region.
- Law enforcement engagement – coordination with local law enforcement, particularly City bicycle police officers, to provide bicycle safety seminars, communicate key messages related to bicycle regulations and to identify strategies like targeting crosswalk violations and other enforcement actions.
- OPTIONAL TASK: Summary brochure/poster – The Consultant will produce a summary brochure/poster (camera-ready and PDF version) designed for a general audience to convey key goals, objectives and principles associated with the master plan.



Task 7 will kick-off with a project studio to clarify the City's needs regarding plan implementation, funding resources, and final plan documentation. The Consultant will produce a draft final report (electronic document) for review and comment by City staff. The report will integrate the deliverables of prior tasks into a cohesive whole, using narrative, analysis and graphics to tell an effective story about the Master Plan and how it can support broader goals of the Sustainability Plan, mobility and accessibility, livability and economic development in McKinney. Based on review comments, the Consultant will make necessary edits and complete the report. The Consultant will make a presentation of the draft Master Plan to the City Council and will incorporate any relevant comments into the final report.

The Consultant will produce an electronic version suitable for website posting, along with 15 copies of a bound final report. The Consultant will produce a CD or DVD with all GIS shapefiles, databases and electronic documents for reference and future use and updates/maintenance by the City.

Consultant deliverable: White paper/matrix of existing and potential funding sources, Draft Final Plan, Final Plan Documentation, Summary Poster/Brochure (PDF version and graphic version suitable for printing), and Data

PROJECT SCHEDULE

The services described above will be performed within 12 months. Assuming a early November 2010 notice to proceed, work on this project will be completed by November 2011. A schedule showing task time frames and milestones is attached.

PROJECT BUDGET

The Consultant will perform this project for the lump-sum fee shown in the Fee Schedule, included as Exhibit A of this Scope of Services. The Consultant will submit monthly invoices showing the percent of project completion by task, supported by a detailed progress report of work accomplishments and outlining upcoming task activities.

ADDITIONAL SERVICES

During the course of this project, at the City's discretion, additional services may be added to the On-Street Bicycle Transportation Master Plan for related work activities not contained within this scope of services. Such services will be defined through discussions with City staff for possible amendment to those activities defined in this scope of services. Costs will be developed that are inclusive of labor and direct expenses.

Exhibit "B"												
City of McKinney - On Street Bicycle Transportation Master Plan												
Date:	09/22/10											
Project Mgr.	JZC											
Project No:	Proposal											
Task	Person: Title: Rate	Project Manager \$ 100.70	Resource Principal \$ 187.07	Sr Transp Planner \$ 119.22	Senior GIS \$ 125.01	Transp Planner \$ 82.47	Graphics \$ 65.00	Production \$ 55.12	Total Hours	Labor Cost	Subconsultant Cost	Total Cost
PHASE 1 - SETTING CONTEXT												
1. Project Initiation												\$ 9,757
Refine work process flow, storyboard and data development		4	2		2	2			10	\$ 1,192	\$ 250	\$ 1,442
Kick-off coordination meeting / initial field review		12	8						22	\$ 2,815	\$ 5,500	\$ 8,315
2. Public Participation												\$ 22,450
Review Contacts/Assemble Plan Information Network		2				4			2	\$ 642	\$ 250	\$ 892
Prepare outreach/website materials		8	2			8			20	\$ 1,950		\$ 1,950
Conduct community workshop (2)		24	16		2	8			58	\$ 6,761	\$ 6,450	\$ 13,211
Stakeholder meetings/focus groups/community meetings (5)		10	4						16	\$ 1,866	\$ 880	\$ 2,746
Prepare workshop summaries (2)		10				2			16	\$ 1,392		\$ 1,392
Conduct presentations (2)		16	2			2			22	\$ 2,261		\$ 2,261
3. Context Inventory & Analysis												\$ 26,944
Review & summarize plans, initiatives, land use context		14	2			26			42	\$ 3,928	\$ 500	\$ 4,428
Network inventory and existing conditions analysis		14	2	6	6	24			52	\$ 5,229	\$ 300	\$ 5,529
Assess institutional/organizational framework		12	2						14	\$ 1,583	\$ 250	\$ 1,833
Develop goals, objectives		4	2			16			22	\$ 2,096		\$ 2,096
Prepare tech memo#1 (inventory/analysis of existing conditions)		24	2	4	2	20			58	\$ 5,498	\$ 7,560	\$ 13,058
4. Define Conceptual Network												\$ 10,866
Develop conceptual network map		8	2		2	8			20	\$ 2,090	\$ 8,000	\$ 10,090
Project studio		4	2						6	\$ 777		\$ 777
PHASE 2 - DEVELOPING THE STORY (PREPARING THE PLAN)												
5. Refine Network and Draft Design Framework												\$ 25,482
Refine on street bicycle transportation network		8	2		4	24			38	\$ 3,659		\$ 3,659
Identify modifications to Thoroughfare Plan, including typical sections		4	2			4			10	\$ 1,107	\$ 10,605	\$ 11,712
Identify range of treatments		14	2			20			36	\$ 3,433	\$ 300	\$ 3,733
Project studio		4	2						6	\$ 777		\$ 777
Prepare tech memo #2 (needs plan/map and design framework)		24	2		4	24			60	\$ 5,601		\$ 5,601
6. Develop Policy and Program Elements												\$ 19,861
Project studio		4	2						6	\$ 777	\$ 250	\$ 1,027
Define design policies, development criteria/mitigation		4	2	4		4			14	\$ 1,584	\$ 500	\$ 2,084
Identify comprehensive plan refinements		6	2	4		12			24	\$ 2,445	\$ 500	\$ 2,945
Identify program elements		8				8			16	\$ 1,465		\$ 1,465
Define performance measures & benchmarks		8	4	4		8			24	\$ 2,691		\$ 2,691
Define project priorities and typical sections		8	2	6		8			24	\$ 2,555	\$ 1,835	\$ 4,390
Prepare tech memo #3 (recommended program and policy elements)		24	2	2	2	20			56	\$ 5,260		\$ 5,260
7. Implementation Plan and Final Documentation												\$ 42,363
Project studio		4	2						6	\$ 777		\$ 777
Define short, mid and long-term project details		8	2	2	2	12			26	\$ 2,658	\$ 500	\$ 3,158
Identify revenues/funding sources for priority projects		8	2			30			40	\$ 3,654		\$ 3,654
Define strategies/activities		8	2			16			26	\$ 2,499	\$ 500	\$ 2,999
Define evaluation component		8	2	4		16			30	\$ 2,976		\$ 2,976
Develop media campaign & law enforcement engagement		10	2			4			16	\$ 1,711		\$ 1,711
Prepare draft final plan		40	8	2	4	30			92	\$ 9,178	\$ 6,000	\$ 15,178
Prepare final plan document and deliverables (GIS maps, data, etc.)		24	4	2	4	20			62	\$ 5,994		\$ 5,994
Summary poster/brochure (OPTIONAL)		24	2		2	2	40	2	72	\$ 5,916		\$ 5,916
Total Hours:		416	98	40	36	382	40	58	1,070			
Unloaded Labor \$:		\$ 41,891	\$ 18,333	\$ 4,769	\$ 4,500	\$ 31,504	\$ 2,600	\$ 3,197	106,794	\$ 100,878	\$ 50,930	\$ 157,724
Direct Expenses												
Air Travel												
Travel for meetings (hotel + car)												
Per Diem												
Photocopies												
Mailing/Delivery												
Total												
Subconsultants												
HPE (network connectivity, engineering/design)*					\$ 40,000							
Gateway Planning Group (consensus building, context, logistics, field review)					\$ 11,930							
Total:					\$ 51,930							
Total Cost:												
												\$ 160,708

*Note: HPE's fee for each task includes participation in project studios and public workshops.

Whit Blanton

Whit Blanton, Vice President (signature)
Renaissance Planning Group, Inc.