

D. Detailed Work Plan

TASK A:

PROJECT INITIATION, COORDINATION, AND MEETINGS

The purpose of Task A is to create a framework for collaborative project management, and to establish effective relationships with both the Fresno COG, and the Stakeholder Advisory Group.

TASK A.1: KICKOFF MEETING

The Toole Design Team will prepare for, participate in, and document a kickoff meeting with Fresno COG's project manager and any other identified internal staff or key external stakeholders. The purpose of this meeting will be to review the scope and schedule and to clearly identify the project expectations, vision and goals. This is also an opportunity for our team to hear about the projects challenges and opportunities and to learn about Fresno COG communication preferences. We will establish project protocols and deliverable review procedures. We will also discuss the membership and protocols for the Stakeholder Advisory Group (see Task A3). We have that found establishing clear communication and review protocols with our clients up front allows us to address issues as they arise. This will also be important given the ambitious work plan and the project budget.

TASK A.2: PROJECT MANAGEMENT AND COORDINATION

The Toole Design Team will prepare for and lead project management and coordination meetings with Fresno COG's Project Manager by teleconference or in person, either on a regular (bi-weekly) or as needed. Toole Design will provide an agenda prior to each meeting and will follow up with meeting minutes and action items. We propose the creation of a file-sharing account for project coordination, document storage, and drafting live meeting minutes; this account can be housed in one easy to access location for the internal team.

TASK A.3: KICKOFF MEETING WITH STAKEHOLDERS

As a way of working with stakeholders, we propose that the COG convene a Stakeholder Advisory Group; given the wide area, varied trail settings, and recreational needs across the county, an Advisory Group is a great opportunity to ensure the project truly reflects the community. Throughout this process, the Toole Design Team will work with Fresno COG to engage stakeholders including the following events:

- **Kickoff Meeting** - The first touch point will be a kickoff meeting at project initiation to hear the community's take on local challenges and opportunities and to provide input on the project vision and goals. For the Advisory Group, we propose creating a mission statement for the group to define their role and expectations of group members.
- **Meeting #2** - The second meeting will provide a forum for the presentation and discussion of the draft plan. This step is an important part of developing the group's investment in the process.
- **Meeting #3** - The third and final meeting will be used to confirm feedback from the public in order to finalize the plan.

Advisory Group meetings, in coordination with other community outreach events, will be strategically located throughout the County's supervisory districts to optimize citizen and stakeholder participation. See also Tasks C and F.

The Toole Design Team will coordinate meeting locations and announcements for the Advisory Group meetings.

TASK A DELIVERABLES:

- Kickoff Meeting Documentation Memo - agenda, notes, goals, agreements, schedules, etc.
- Coordination Meeting Documentation - agendas (prior to meetings), meeting minutes and action items. Brief meeting memos with critical information highlighted.
- Coordination of Meeting Locations and Announcements - Meeting arrangements by phone and email. Announcements (flyers) for email distribution, social media content.
- Stakeholder Meeting Documentation - agenda, notes, goals, agreements, schedules, etc. More detailed meeting documentation prepared for public/stakeholder review.

TASK B:

DOCUMENT EXISTING CONDITIONS AND DATA COLLECTION

The Toole Design Team will create a comprehensive Existing Conditions Report, addressing both the planning and policy framework and existing trail locations, distribution, and conditions. The report will provide a platform for discussions during the community engagement events and will serve as the foundation for plan recommendations.

TASK B.1: REVIEW EXISTING PLANS

The Toole Design Team will review available policy, planning, and project information for trails across the county. Documents for review will include but not be limited to: Fresno County Trails Master Plan, Fresno County General Plan, Fresno County Regional Active Transportation Plan. A summary of this information will form the basis of the existing conditions memo.

TASK B.2: INVENTORY EXISTING FRESNO COUNTY PARK AND TRAILS FACILITIES

The Toole Design Team will survey existing parks and trails in Fresno County. Our team will conduct on-the-ground field work over the course of two half weeks or one full week. We will likely use a customizable data collection/data base app such as Fulcrum, on iPads to allow geo-located alignment information, photos, and standardized collection. Our local sub will be key to our success; their local knowledge and availability will help us conduct this work efficiently.

This inventory will include but not be limited to the following data: trail locations, alignments, and characteristics (width, surfacing, terrain), setting and terrain, users, existing wayfinding signage, amenities related to access and utilization, ADA compliance, restrooms, and parking.

To the degree possible, existing COG and partner agency data, Google maps/trails, state and federal trail mapping (BLM, Forest Service, Department of Agriculture), TrailForks.com, All Trails and information from local off-road cycling and trails groups that document trails will be sought in order to develop a draft map. In fact, using such groups could be a useful strategy for engaging the stakeholders, and it may be possible to leverage these groups to supplement and check field work. Such groups could include:

- Central California Off-Road Cyclists and or local International Mountain Biking Association (IMBA) chapter
- San Joaquin River Parkway
- Sierra Foothill Conservancy
- High Sierra Trail Crew
- Central California Hiking Group

Our team will complete the trail map with supplemental field visits as necessary and confirmation with agency partners. We will also will create a database, in Excel and GIS, so the data can be used and distributed spatially and non-spatially, to provide both a visual and data-rich survey of the existing conditions.

TASK B.3: CREATE A PROPERTY DATABASE

The Toole Design Team will coordinate with the tax assessor's office and other county and jurisdiction agencies to compile property agreements, deeds, and pending development agreements for all facilities. The database will be created in Excel and will be set up so that other documents such as lease agreements can be stored or linked in the database. Additionally, the property database will be created so it can be easily joined to the inventory database so that the data can be displayed spatially if needed.

TASK B.4: EXISTING CONDITIONS REPORT

The Toole Design Team will compile an existing conditions report by compiling the information developed in Tasks B1-B3. This report will include both narrative elements, maps, and tables to document information and highlight relevant issues.

TASK B DELIVERABLES:

- GIS database of all existing Fresno County trails and trail amenities identified, along with a mapped representation (shape files)
- Property database (Excel, with attached documents)
- Copies of all trail descriptions, ownership deeds, development agreements and lease agreements within database
- Existing Conditions Report

TASK C:

VISION, GOALS, OBJECTIVES, AND POLICIES

Creating a project vision and outlining ways to achieve and measure progress provides a useful framework for decision-making in all the major project tasks. We have worked with many communities to develop a project vision that coalesces agency mission with community input to ensure successful projects.

TASK C.1: PREPARE VISION, GOALS, OBJECTIVES, AND POLICIES

The vision will be developed in meetings with Fresno COG staff and agency stakeholders, Project Advisory Committee, and community input, and outreach events with the county supervisorial

districts. We'll use group discussion and drawings exercises to craft, refine and confirm the messaging, goals, and objectives. Development of the final policies will be informed by Task B1, and initial plan recommendations (Task E).

TASK C.2: IDENTIFY BEST PRACTICES

Maintenance, operations, protection of natural resources, and user management are critical issues for land managers and agencies. The Toole Design Team will compile a list of best practices for the management of trails that address all issues relevant to Fresno County. These customarily fall into three categories:

1. Human Health (safety and accessibility)
2. Economics (capital investment, maintenance budgets, potential user fees, such as for events)
3. Natural Resource Protection (soil, vegetation, water, wildlife)

Addressing each of these areas ensures that the trails plan aligns with the goals of other agencies, some of which may have different missions and goals.

TASK C DELIVERABLES:

- C1. Vision, Goals, Objectives, and Policies - The team envisions this information taking the form of a brief narrative along with a matrix, with or without imagery.
- C2. List of Best Practices - Best practices summarized in a memo, organized into meaningful categories, with agency roles spelled out.

TASK D:

TRAIL CLASSIFICATION SYSTEM

Toole Design Team will develop of system to categorize existing and needed trail types and features to inform the regional trails plan recommendations.

TASK D.1: DEVELOP TRAIL CLASSIFICATION SYSTEM

The Toole Design Team will develop a trail classification system of trail types, accounting for known and anticipated audience and user types, developing brief user profiles to understand their needs, across all agencies within the county. The system will correspond to industry standards for recreational trails, considering both statewide and national guidance. It is anticipated that the classification system will address, at a minimum, surfacing (paved, soft-surface) and width (i.e. singletrack, mid-width, etc.), setting/right-of-way type (utility/ canal corridor, sidepath, independent right-of-way), purpose-built and shared use, and use/operations (pedestrian-only/hiking, shared-use bike trails, mountain-biking only, equestrian only).

TASK D.2: CLASSIFY TRAILS

Upon completion of the classification system, the county's existing trails and associated facilities, such as trailheads, will be categorized and mapped so that the information is sharable and can serve as the foundation for future project development.

- **TASK D DELIVERABLES:** Trail Classification System, depicted as a table or series of tables with brief narrative descriptions, trail characteristics, user profiles, photos of prototypical trails, and cross-sections as needed, including implications for management/operations

- Classified of Fresno County trails, in mapped GIS attribute table format (output to Excel if necessary)

TASK E: FUTURE TRAIL SYSTEM

The Toole Design Team will undertake an analysis and recommendations exercise to identify the future system, starting with the trails network developed in the R-ATP.

TASK E.1: IDENTIFY AND PROPOSE FUTURE SYSTEM EXPANSION OPPORTUNITIES

The Toole Design Team will conduct a GIS-based gap and connectivity analyses to determine the need and location and future trails and associated amenities, based on a variety of factors. These may include population density, equity factors (e.g. access to/car ownership rates and/or transit dependence), destinations like parks, opportunities to link with other trails and recreational facilities, terrain, adjacency to water courses (i.e. canals) and natural features (e.g. rivers). Using the vision and goals developed in Task C1, recommendations for future system expansion and opportunities will be identified in alignment with stakeholder input. Recommendations will focus on the identified audience/user groups and what that audience desires, connecting people to key parks and destinations such as Lost Lake and Fancher Creek, such as the existing the greenway/trail system, will be key, as will providing recreational opportunities that offer a range of trail experiences that are equitably distributed across the county and in places of higher need.

Once draft recommendations have been made, planning-level cost estimates will be developed and applied to the trail types by length (see Task H). Recommendations will be prioritized based on need, costs, and other factors identified by agency staff and stakeholders and the Advisory Group members.

TASK E.2: AMERICANS WITH DISABILITIES ACCESSIBILITY GUIDELINES

As a complement to the trail classification system, the Toole Design Team will identify how ADA guidelines and standards apply to the development of future trails. This task will draw on user profiles developed in Task D1 to meet Access Board guidelines.

TASK E DELIVERABLES:

- GIS map layer(s) and associated attribute tables with future system expansion opportunities identified
- Evaluation and mapping of existing and future trail system, including ADA standards and requirements, estimated project costs, localized area needs, and an overall list of priority projects. Some of this data may reside within the GIS attribute table and some may in separate tables, depending on the level of detail.

TASK F: COMMUNITY OUTREACH

Inclusive and participatory outreach is fundamental to our work, and our team has developed successful engagement events for trail-based projects throughout the West Coast and nationwide. Our team members have a thorough understanding of Fresno County, its communities, and the

unique San Joaquin Valley context. We will use this knowledge to develop strategies for effective involvement to reach a broad range of stakeholders. We also understand how important it is to make the engagement process fun and stimulating, and we strive to create unique community events to achieve that goal.

TASK F.1: PREPARE COMMUNITY OUTREACH STRATEGY

While our team has worked in the community before, as a first step to this task, we propose to conduct a stakeholder scan to obtain a fresh perspective on the diversity of the community. This will allow us to better understand the full range of stakeholders. This includes those who might willingly engage with the project, those who might benefit from it but do not typically participate in such processes, and those who might be affected by project recommendations. The Toole Design Team will develop an outreach plan that develops goals and strategies tailored to our audience of diverse stakeholders, along with methods and materials, roles and responsibilities, and other pertinent details for carrying out engagement throughout the project.

TASK F.2: CONDUCT COMMUNITY OUTREACH

Pop-up events, online engagement (social media and webpage), as well as formal public meetings are tools that we can draw on. Where possible, we intend to meet people where they are --whether that's at community events, at community centers, or parks. To provide geographic balance and equity, the team will meet with stakeholders in each supervisorial district in the County. Where possible, the team will seek to align these meetings with community events to capture the widest possible audience.

We understand that this task may also entail presentations to the Board of Supervisors, the Planning Commission, local agencies, organized user groups.

The work in the task includes development of materials to advertise and promote the meetings and materials for the meetings themselves.

TASK F DELIVERABLES:

- Community outreach work plan, with strategy and timelines. May include demographic information about stakeholders; matrix outlining goals, strategies, materials, roles and responsibilities for each event
- Graphic and written information to support outreach efforts, including social media post content, maps, process diagrams/infographics. If needed, materials maybe be translated
- Presentations to the Advisory Group, local user groups, Board of Supervisors, Planning Commission, and other agencies, as needed. PowerPoint presentations incorporating project graphics and maps

TASK G:

TRAIL WAYFINDING

Wayfinding systems are a valuable tool to knit together trail networks, especially on a regional scale. Wayfinding signs can also provide critical information to users about conditions that they can expect to encounter while using the trails, to ensure an optimum trail experience.

TASK G.1: IDENTIFY TRAIL WAYFINDING INDUSTRY STANDARDS

In this task, the Toole Design Team will develop contextual information to inform the developing the wayfinding system. This will include information about industry standards (CA-MUTCD and MUTCD) for wayfinding signs, a survey of local agency wayfinding standards/regulations, best practices and considerations for developing a regional system that reflects the trail classification system developed in Task D.

TASK G.2: DEVELOP COUNTY-SPECIFIC WAYFINDING SYSTEM

The Toole Design Team will develop a county-specific wayfinding sign family and system, using CA-MUTCD as a starting point. The system will address the trail classification system developed in Task D, along with proposed trails, trail user needs, and unique county needs and conditions, such as the desire for jurisdictional branding. Alternative designs will be presented, along with advantages and challenges for each, to stakeholders and input will be sought via meetings and an on-line survey. Once a preferred design is selected with stakeholder input, information about destination hierarchy, recommendations for standard abbreviations, font sizing and colors, will be finalized.

TASK G.3: IDENTIFY PREFERRED SIGN PLACEMENT LOCATIONS AND RECOMMENDATIONS

The wayfinding system protocol will include installation guidance to make it easy for jurisdictions create and install signs in a consistent manner, meeting federal and state requirements. This will include guidance on placement for each sign in the sign family, installations guidelines in terms of sizing, posts, and other critical details.

TASK G DELIVERABLES:

- Wayfinding system protocol memo with three sections: Summary of Federal and State design standards and requirements
- Trail wayfinding system described with concise narrative and including sample graphics of signs in sign family along with design considerations and details
- Wayfinding sign installation guide for local agencies, including graphics of sample sign place and installation details, highlighting federal and state requirements

TASK H: FINANCIAL EVALUATION

Identifying implementable yet visionary strategies for getting trails on the ground is a cornerstone of the Toole Design Team's work. We will partner with the COG and County to ensure effective financing and funding approaches can best be utilized to implement priority projects.

TASK H.1: PROVIDE SPECIFIC COST ESTIMATES

The Toole Design Team will provide planning-level cost estimates for the proposed project list. Mark Thomas's extensive experience implementing projects in local communities will help to account for local conditions and unique drivers of cost. These estimates will support grant

applications, mitigation measures, and Capital Improvement Programs. The estimates will consider acquisition and construction of new trails along with costs for upgrading existing trails to meet existing and future needs. We will prepare a draft memorandum to summarize a planning-level cost assumption that be used for other future projects that may include trails as well.

TASK H.2: IDENTIFY RESOURCES FOR CONSTRUCTING AND MAINTAINING TRAILS

The Toole Design will interview relevant stakeholders involved in constructing and maintaining trails to assess future capacity for implementing new trails. This will help guide a phasing structure in Task H3 that prioritizes projects and provides guidance on when to implement new facilities. We will also document national best practices in funding and maintenance to compare with existing practices from the stakeholder interview. We will then summarize key strategies that the COG and County can use to support the development of new trails and/or maintenance of existing trails. We will also evaluate potential costs on a per capita basis and identify high-level tax implications. As part of this task, we will document strategies such as public-private partnerships that could be explored to assist with implementing projects.

TASK H.3: IDENTIFY PARTNER ENTITIES AND MECHANISMS

Using information from the trail resources stakeholder interview in Task H2, the Toole Design Team will lay out an implementation strategy that identifies entities and other funding mechanisms to help the County build partnerships to assist with trail responsibilities. In a limited funding environment, the County will likely not be able to take on all responsibility but can help share or lead efforts in conjunction with conservancies, community groups, school districts, adjacent local jurisdictions, land trusts, etc.

TASK H.4: IDENTIFY ALTERNATIVE FUNDING SOURCES

The Toole Design Team will review potential funding sources from local, regional, state, and federal opportunities. We will ensure that all feasible mechanisms and tools available to finance the recommended trail projects are consolidated into an easy to understand strategy. This will match project types and phases to possible funding sources and will identify any additional programs and partnerships the COG or the County should consider as part of this strategy. We will also review successful Caltrans Active Transportation Program grant and Urban Greening grant winners for trail projects to document key themes for inclusion in future grant applications.

TASK H.5: PRIORITIZE PROJECTS BY CRITERIA DETERMINED BY ADVISORY COMMITTEE AND COMMUNITY

While the final Regional Trails Plan will identify a visionary network that will transform the bicycling and pedestrian environment, we recognize that this cannot happen instantaneously. As such, this task will help the COG and County prioritize areas for infrastructure investment. The Toole Design Team will work with staff to prioritize and rank projects for ease of review and selection based on data, advisory committee input, and community outreach conducted in prior tasks. Based on input from staff and stakeholders, we can prioritize projects based on multiple factors such as ease of implementation, cost, community support, partnerships available, and through addressing grant criteria like transit access, gap closures, or equity.

TASK H DELIVERABLES:

- The work from Tasks H.1-H.5 will be compiled into a funding chapter for the final plan. It will include the following information, as combination of narrative, tables, and timelines:
- Capital Improvement Plan
- Operating Cost Model
- Alternative Fundraising Plan
- Partnerships
- Project listing by priority—This may be accompanied by a phasing map and project profile information

TASK I:

DRAFT AND FINAL PLAN

This task entails developing a plan outline to convey a cohesive record of the process and recommendations, then assembling the plan for review and refinement. The Toole Design Team will work with the Fresno COG to develop an outline that meets agency requirements, with a focus on readability, attractive layout, and utility.

TASK I.1: DRAFT PLAN

Applicable work products developed in Tasks B-H will be compiled in to an Administrative Draft Plan, incorporating stakeholder input and agency guidance to date. The plan will include charts, tables, maps, and graphics. It will include an executive summary and appendices documenting outreach events and stakeholder input, along with other more detailed information. This draft will be submitted for review by Fresno County and COG staff, and then revised.

TASK I.2: DRAFT PLAN - PUBLIC COMMENT

The draft plan will be presented in a public hearing to collect comments and input. A PDF of the plan will be created for posting online.

TASK I.3: DRAFT PLAN - PLANNING COMMISSION AND BOARD OF SUPERVISORS

COMMENT The draft plan will be also presented to the major decision-making bodies to collect comments and input.

TASK I.4: FINAL PLAN

The Toole Design Team will compile comments on the draft plan gathering in tasks I.2 and I.3, as well as any additional agency comments, and incorporate the input into a final plan.

TASK I DELIVERABLES:

- Upon adoption of the plan, an electronic copy and three hard copies of the Final Adopted Plan will be provided along with editable digital files of all text, charts, maps, and graphics in the plan
- Geographic data, packaged in compatible digital format
- A compilation of all relevant meeting documentation

TASK J:

PRESENTATIONS

The Toole Design Team will prepare for and present the Final Draft Plan to the County decision-making bodies with COG review and input and be prepared to answer questions during the presentation.

TASK J.1: PRESENT FINAL DRAFT PLAN TO PLANNING COMMISSION

The Toole Design Team will prepare a presentation conveying the plan process and recommendations and present it to the Planning Commission.

TASK J.2: PRESENT FINAL DRAFT PLAN TO BOARD OF SUPERVISORS

The Toole Design Team will prepare a presentation conveying the plan process and recommendations and present it to the Board of Supervisors.

TASK J DELIVERABLES:

- Draft and final PowerPoint presentations of plan process and recommendations. Content is assumed to be the same or similar for each presentation.