



CREATING A ROADMAP FOR PRODUCING & IMPLEMENTING A **BICYCLE MASTER PLAN**

by

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Table of Contents

| | |
|--|-----------|
| Introduction..... | 3 |
| Phase One: Before The Plan..... | 6 |
| Phase Two: Developing The BMP..... | 17 |
| Phase Three: Implementing The Plan..... | 25 |
| Attachment A: Sample Timeline..... | 28 |
| Attachment B: Request for Qualifications, Consultant..... | 29 |
| Attachment C: Evaluation Criteria for BMP..... | 30 |

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Introduction

A growing number of cities across the U.S. are creating Bicycle Master Plans, or “BMPs.” These are plans for developing bicycle infrastructure in a city, with emphasis on promoting bicycling as a viable transportation option and fostering a practical, safe, and enjoyable environment for cycling.

The BMP presents a comprehensive review of the many policies, procedures, and practices – as well as the physical infrastructure of your community – that affect bicycling. It will recommend ways your community can make bicycling safer and more convenient, such as street improvements, bicycle parking facilities, new city policies, and education programs.

Cities started developing BMPs around the time of the first oil crisis in 1973; the second oil crisis in 1979 brought renewed interest, as did the passage of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), along with subsequent legislation. Recent spikes in gas prices and a growing concern for the environment have resulted in a new interest in developing and implementing such plans.

Unfortunately, aside from a handful of outstanding exceptions, many of these plans have not been implemented. This guide will provide those contemplating the development of a BMP a compelling roadmap that will motivate them to follow a proven, step-by-step process for developing and implementing a successful BMP.

A BMP often details plans for connecting bike lanes and other facilities to create a comprehensive network of bicycling routes. It may also list a number of projects, such as establishing a downtown “bike station” linked closely with existing transit, or linking an area’s trail system to neighborhoods with bike lanes and route signage.



The Bicycle Master Plan presents a comprehensive review of the many policies, procedures, and practices that affect bicycling.

Unfortunately, aside from a handful of outstanding exceptions, many of these plans have not been implemented

Creating and implementing a BMP is not easy; it is a task that should not be undertaken lightly. You want to do more than just host a series of discussions and meetings. There must be a commitment to do, to make something happen. That's where this guide comes in. We'll walk you through the entire process step-by-step, providing you with a "roadmap" to your community's Bicycle Master Plan.

Where This Guide Will Take You

Bicycle master plans vary greatly from community to community, influenced by factors such as the availability of resources, the mission and ambition of the plan, and the size of the community being served. BMPs will also differ based on who is charged with developing and implementing the plan. Some communities will use consultants, some will use only internal staff, and many will use volunteers for at least some of the work. Some communities will opt for a policy based plan; others will choose project- or program-based plans.

This document will serve as a starting point for discussion and as a guide to process. Readers are encouraged to change, add, or ignore steps as necessary to meet local needs. Many of the suggested steps can be done simultaneously, while others may require a more linear process.

Many of the basic principles of developing and implementing a bicycle master plan will be applicable to all plans. This is especially true of the initial steps during which you'll create the ownership and buy-in critical to the successful implementation of your plan.

This guide will lead you through three phases of the BMP project:

- **Phase One** covers the steps required prior to the development of the BMP. The most important of these steps is to develop stakeholder buy-in prior to the development of the plan. This includes setting up a citizen advisory committee, developing a consensus on plan goals, objectives, and content and, if necessary, hiring a consultant.
- **Phase Two** covers the steps in developing the bicycle master plan (BMP). This requires a thoughtful, step-by-step procedure to identify roles and responsibilities, secure public involvement, and develop the plan content and maps. It also requires careful time and budget management.

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- **Phase Three** covers the steps required to implement and evaluate a BMP. Once your plan is completed, there needs to be a strategy for implementing and evaluating the BMP on an on-going basis. This includes accountability, political will, and stakeholder involvement. Implementation is the one element that is often left to chance without a purposeful strategy for moving forward.

Phase One: Before The Plan

Introduction

The first and most important principle to remember when developing a BMP is that it is a partnership. The local (or state) agency developing the plan, the bicycling community and the public at large, elected officials, other agencies, and (if applicable) the consultant hired to help develop and write the plan—all are partners in the creation of a successful bicycle master plan.

Partnerships created through the ongoing involvement of key stakeholders ensure buy-in, which in turn will lead to implementation of the BMP. Every step taken to develop and implement a BMP should be a collaborative effort. This is not easy, because collaboration is often messy and requires compromises. Everyone involved must trust that an inclusive process will yield the best results.

The work done prior to developing a BMP will, in large part, determine the success of the plan. It is in this first phase that all the stakeholders are assembled, and roles and responsibilities are defined. It is here that consensus must be developed on plan goals, objectives, content, cost, and timing. This can be the longest and often the most difficult part of the entire process. If done correctly, all other elements will flow smoothly together. Failure to complete or implement plans can often be traced back to something that was not resolved or clarified early in the process.

Partnerships created through the ongoing involvement of key stakeholders ensure buy-in

14 Steps In Phase One

To Be Completed Prior to Developing a Bicycle Master Plan

Estimated time to complete: 6-12 months



The following steps are arranged in a loosely chronological order; some steps will overlap or be addressed concurrently. The strategy listed for each step serves as an example or model. You can re-order the steps, and develop your own strategies, in response to local needs.

■ Step 1: Establish a Need and Create Buy-In

Elected officials, transportation officials and other stakeholders responsible for funding, developing, and implementing the bicycle master plan must believe that there is a need for such a plan. This will require a concerted effort by those—be they agency staff or citizen activists—interested in developing a BMP. It is the least prescriptive of the Phase One steps, and will be handled differently in every community.

Strategy: One often-successful strategy is to create a “buzz”—that is, get everyone talking about the plan until the discussion changes from ‘Should we create a plan?’ to ‘When and how are we going to create a bicycle master plan?’ Tying the need to other “hot” topics such as global warming, gasoline prices, and economic development can energize the discussion.

Elected officials, transportation officials, and other stakeholders ... must believe there is a need for such a plan.



Seattle provides one example of how a buzz can be created. Local bicyclists toured the city and created a needs list that was presented graphically on a map. This led to public hearings, articles in the local newspaper, meetings with decision makers, and a day-long charrette with elected officials, transportation staff, and activists from the bicycling community. In the end, there was a commitment to funding a BMP within the larger agenda of reducing carbon emissions. The point is not to copy Seattle, but rather to illustrate that Seattle succeeded because activists were able to engage the larger community—a strategy that paid off very well when it came time to adopt and implement the plan.

■ **Step 2: Secure Funding**

Funding a BMP is a political process that can only move forward once buy-in has occurred. Since decision makers will need to approve the funding, they must be convinced that a BMP is necessary. Regardless of the funding source, expect that obtaining funds will require time, as any request will likely need to go through an annual budget or grant process.

Strategy: Efforts to secure funding should begin immediately and continue until successful. The task of obtaining funding can occur as a parallel process to the rest of the Phase One steps listed below. In other words, you may not need to wait for full funding before moving forward. Communities have successfully funded the development of a BMP from numerous sources including gas taxes, general fund taxes, voter approved bonds and levies, resource taxes, property excise taxes, sales taxes, income taxes, and federal transportation dollars (such as SAFETEA-LU). The Federal Enhancement Grant program is yet another source of funding which you can access through your state's Department of Transportation (DOT).

■ **Step 3: Find a Home for the BMP**

It is essential to identify a lead agency for developing the BMP early in the process. Frequently the BMP will be “housed” in the bicycle coordinator's department, if that position exists within a community. It is almost always advantageous for the plan to be developed by the agency that will hold primary responsibility for implementing the plan.

A project manager should also be identified early in the BMP process.

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While the bicycle coordinator might seem the logical choice, this position should be filled by someone who can dedicate the time required, and who has the proper expertise, including good facilitation skills and the respect of peers.

Strategy: If possible, identify the lead agency and project manager prior to proceeding with subsequent Phase One steps. The role of the project manager will be critical to working with the public and other agency staff when developing consensus regarding the goals, objectives, and content of the BMP. To build continuity and trust, avoid changing project managers, especially in the middle of Phase One.

■ **Step 4: Develop a plan for internal review and involvement**

One of the initial tasks for the project manager is creating an Internal Review Team (IRT). The purpose of the IRT is to improve the quality of the BMP while creating the ownership and support required for implementing the plan. Include on the team key agency staff responsible for implementing the bicycle master plan. Smaller agencies with fewer resources may need to rely on knowledgeable volunteers. The IRT will meet frequently and should be involved in all key decisions, from establishing plan goals and objectives to reviewing and approving the BMP.

Strategy: Formalize the review team by having members assigned by upper management, such as a department director. Meet on a regular basis that compliments the schedule of the Bicycle Advisory Committee (see next step). Agree upon the role of the IRT and how it will work with the

One of the initial tasks for the project manager is creating an Internal Review Team (IRT).



BAC; to a large extent, it will be the task of the project manager to facilitate a working relationship between the IRT and the BAC.

■ **Step 5: Invite Public Involvement by Creating a Bicycle Advisory Committee (BAC)**

Ongoing public involvement in all phases of the BMP process is crucial to ensuring that bicyclists will support the completed plan. A Bicycle Advisory Committee (BAC) is the conduit for this public involvement. Public involvement ensures the BMP will reflect the needs, interests, and concerns of the bicycling community. “Sunshine” on the planning process has the added benefit of making the job of obstructionists much more difficult.

Strategy: Create a Bicycle Advisory Committee (BAC) about six months prior to starting work on the BMP. (In effect, establishing the BAC is really an initial step in starting work on the BMP.) Have a high-level official such as the mayor, city manager, county executive, or head of the DOT appoint the committee members. Limit membership to between 9 and 13 people. Include representatives of local bicycle groups, and aim for an inclusive mix of experienced and more casual bicyclists. Do not ask local bicycle groups to simply ‘send someone over;’ the project manager should interview each candidate. Communicate to prospective members that the charge of the BAC is to provide advice on the development of the BMP, and that the BAC will disband once the plan is completed.

Also, consider providing a half-day training course to educate the members of the BAC and other on the basics of creating a BMP. This should be done early in the process and include all key stakeholders up to 40 people.

■ **Step 6: The BAC agrees on its mandate and role**

Developing and agreeing on a mandate for the BAC is critical to managing committee members’ and stakeholders’ expectations. This includes defining the roles and relationship between agency staff, the public, the consultant (if used), and the BAC. Clarifying roles and relationships early will create trust in the process and among those developing the plan

Strategy: Agency staff and committee members should agree in writing on the mandate for and role of the BAC. The BAC charge should identify where and how the BAC will be involved throughout the entire planning process including:

Create a Bicycle Advisory Committee about six months prior to starting work on the BMP

- the goals and objectives for the plan;
- the type of plan expected (see below);
- how the content for plan will be developed;
- whether a consultant will be used;
- how the request for qualifications of consultants will be developed (if necessary);
- how the consultant selection process will be handled and;
- how draft plans will be reviewed.

The work plan and time line should flow from the agreed-upon role and mandate for the Bicycle Advisory Committee

■ **Step 7: BAC develops a work plan and time line**

The work plan and time line should flow from the agreed-upon role and mandate of the BAC. Identify each item that needs to happen prior to and during the development of the BMP and include those tasks in a time line.

Strategy: Create a list of tasks included in Step 3 and create a time line. Typically, the time line for a BMP will cover one to two years. (See Attachment A for a sample time line)

■ **Step 8: BAC decides Plan Type: Policies, Projects, Or Programs?**

Many bicycle master plans are a mix of policies, projects, and programs. There is no “best” approach for achieving success. Plans will vary in focus depending on the needs of the community; those needs will be identified through research and public involvement.

Policy plans will focus on incorporating bicycling into existing, ongoing projects and programs. “Routine accommodation” and “complete streets” can serve as an organizing principle in this type of plan. For example, a policy might be to include a bicycle facility in all bridge projects; another might be to include shoulders whenever a road is re-constructed.

A project plan focuses on specific facilities. A typical plan might include a map that shows all the streets where bike lanes and trails are planned, along with suggested improvements at key intersections.

A program plan tends to have a smaller scope of several repetitive tasks. As an example, a program type BMP might specify an annual pool of \$200,000 to be used for three elements: installing 100 bicycle racks at requested locations, replacing 50 existing drain grates with bicycle-friendly grates, and replacing the advance warning signs at 25 trail crossings each year.

Finally, an example of a combined plan could include a map showing future bike lanes combined with a policy to install the bike lanes whenever a street is rebuilt or repaved.

Strategy: Have the BAC review different types of plans from other jurisdictions. Review the topics covered and note how much emphasis is placed on policies, projects, and programs. Using this as a basis, develop a consensus between staff and the BAC on what type of plan to pursue. (For sample plans, go to <http://www.bicyclinginfo.org>)

■ Step 9: Develop consensus on goals for plan.

Among other goals, most plans will focus on increasing use—more people bicycling more often—and reducing crashes. Everything else (facilities, education and enforcement programs, etc.) will serve to support these two goals.

Strategy: Again, have the BAC review the goals of other plans. Then introduce the two basic goals introduced above: increasing use while reducing crashes. Discuss specific, quantifiable targets such as increasing use by a certain percentage while reducing the crashes by a certain amount over a certain period of time. For example, the Seattle BMP set a goal of tripling the amount of bicycling over a ten-year period while reducing the rate of bicycle crashes by one third over the same period. It is most impor-

Among other goals, most plans will focus on increasing use—more people bicycling more often—and reducing crashes.



tant to set measurable and achievable goals. Also recognize that, while it is important to set specific targets, they will likely be adjusted as the plan develops.

■ **Step 10: Develop consensus on the objectives of the plan.**

The activities listed in the BMP should support the goals developed in Step 9. These activities are the objectives of your plan. Typically this series of objectives will be organized around policies, projects, and programs. Objectives may also be organized around the traditional E's of Engineering, Education, Enforcement and Education. To be included in your BMP, all objectives must pass the following two tests:

- 1) Does the objective address the goals of the plan?
- 2) Is the objective supported by the BAC?

For example, to increase use, an objective might be to install 50 miles of new bike lanes. To reduce crashes, an objective might be to make improvements at 20 locations with high crash levels.

Strategy: Once again, review the objectives of other plans. Then, develop a consensus between staff and the BAC on five to ten objectives based on the type of plan being pursued. Don't worry if your objectives change or evolve as the plan is developed; this is to be expected, and even encouraged.

■ **Step 11: Develop consensus on the content of the plan**

Take a step back and discuss what the final plan will look like. Will it include maps and cross sections? Consider how the document will be balanced with respect to the 4 E's (Engineering, Education, Enforcement, Education)?. Will the BMP include a trail plan? Will it be printed or will it



be an electronic document? Will it be an independent document or will it be an addendum to an existing transportation plan? What the final plan looks like may change as the plan is developed; this step helps ensure that the final plan reflects the desires and wishes of internal staff and the BAC.

Strategy: Based on previous discussions and a review of other plans, begin to determine how much focus should be given to various plan elements. Start making some tough choices about plan priorities. Don't include everything as a priority—the plan will get too expensive, and it may become difficult to complete. Be especially careful with regard to trail system planning which, depending on the geographical area being covered, can be a separate effort in and of itself.

■ **Step 12: Determining what role consultants will play (if any)**

Most communities choose to develop their BMPs with the assistance of consultants. Consultants are generally recommended because they have the time and expertise needed to produce a high-quality plan. However, not every community has the resources necessary to hire a consultant. Smaller communities in particular may choose to develop a plan without such assistance. A community choosing this route is forewarned: developing a BMP is a large undertaking that can easily overwhelm staff and exhaust volunteers. In the end, it is almost always better to spend some time securing the funding needed to hire a consultant.

When hiring a consultant, take the time to determine what added value you want the consultants to bring to the BMP; how can your team best use a consultant's expertise? Perhaps the biggest mistake to avoid is having the consultant spend too much time collecting new data and describing existing conditions. While those activities are important, they might be better handled by a staff member or a volunteer. A consultant can spend too much of your time and money on these kinds of tasks...time and money which could be better spent developing the plan itself.

Strategy: You may have decided from the beginning to use a consultant. However, if it is still an issue, review your goals and objectives along with staff resources and determine whether the plan will require the aid of a consultant. If the answer is 'yes,' and if funding has not been secured, it may be time to stop the process and focus on securing funding (see **Step 2, Secure Funding**).

Once you've decided to hire a consultant, determine what tasks you want a

Most communities choose to develop their BMPs with the assistance of consultants.

consultant to complete. For example, how much time do you want a consultant to invest in collecting data versus completing a street analysis of where to install bike lanes? Think of time as a scarce resource that needs to be spent wisely, then start making some tough choices. Everything the consultant does should serve to accomplish the agreed-upon goals and objectives.

■ **Step 13: Writing your RFP (If you are using a consultant)**

The search for the right consultant begins with the drafting of a good request for proposals (RFP). The RFP should be written to reflect previously agreed upon goals, objectives, plan content, and priorities. Score RFPs based on applicants' experience, qualifications of individual team members, and demonstrable results (i.e. have their previous plans been implemented?). The RFP should specify your scoring methodology.

Strategy: The RFP will serve as the starting point and basis for the bicycle master plan; it is an important document. Write a RFP after reviewing your goals, objectives, content, and priority documents. Review RFPs from other plans if necessary. Don't include every possible task in the RFP (the kitchen sink approach); include only those priorities agreed upon earlier.

Work on the wording until there is consensus between the sponsoring



agency and the BAC. (See *Attachment B* for a sample RFP)

Also reach consensus on the criteria that will be used to score the proposals. These criteria should reflect the mix of experience, qualifications, and demonstrated results as spelled out in the RFP. Design a form that makes it easy to enter and track scores.

Step 14: Selecting your consultant

Be thorough when evaluating proposals from consultants. Do not take short cuts.

Strategy: There are five steps to consultant selection:

- 1) Score proposals. First, determine who on the BAC will be included on the scoring team. It can be one person, or you can include all BAC members; more is better. Just be sure to determine who is doing the scoring before you start reviewing proposals.
- 2) Review and score other plans completed by consultants submitting proposals.
- 3) Check three references of the top two to four consultants; develop a form and ask all of the references the same questions. This step is critical when choosing a consultant.
- 4) Conduct interviews of the top two to four consultants—include at least one member of the BAC on the review team. Watch for the “bait and switch” employed by some consultants who send a top person to the interview, but have low-level staff do all the work. You want to meet the team members who will actually do most of the work.
- 5) Negotiate a contract. Typically, there will be strict agency protocols that need to be followed. Review other agency contracts and make sure that the contract is very clear on costs, milestones, timing, and deliverables. Spell out electronic formatting and GIS deliverables for maps, which can be a high expense item. Again, the contract should reflect previously agreed to BMP goals, objectives, plan content, and priorities. Finally, the contract should spell out how many meetings the consultant is expected to attend, including the BAC, the IRT, and other public meetings. Meetings are costly and can easily result in budget overruns.

The contract should reflect previously agreed to BMP goals, objectives, plan content, and priorities.

Phase Two: Developing The BMP

Introduction

Communication between all stakeholders is the key to the successful development of a bicycle master plan. Phase Two of the BMP development relies heavily on partnerships formed in Phase One.

A lack of communication can be very expensive and destructive to the success of your BMP. Poor communication with consultants can lead to budget overruns when time is spent on tasks that are not needed or are of low priority; stakeholders left out of the decision-making loop can lose trust in partners, and as a result you lose buy-in.

Managing the budget and schedule are the other keys to the successful development of a BMP. If you're using a consultant, the contract should include clear milestones, schedules, and deliverables. Continually monitor the contract and budget, and make adjustments immediately if needed.

One final note about the "before the plan" steps: while it is not uncommon for consultants to be involved in some of the steps of Phase I, be wary of their over involvement, because that can be very costly. For example, involving consultants in multiple meetings with stakeholders is a surefire way to create a very expensive bicycle master plan.

9 Steps (tasks) to develop a successful BMP ***Estimated time to complete: 9-18 months***

As in *Phase One*, these steps are loosely arranged in chronological order, with many steps overlapping or occurring simultaneously. In fact, many of the steps in this section might better be thought of as discreet tasks. Communities can and should make changes in the steps that follow to meet their individual needs.

A lack of communication can be very expensive and destructive to the success of your BMP



■ **Step 1: Define the project manager's new role.**

The project manager is the glue that holds the entire BMP process together. In Phase Two, the project manager's primary role becomes facilitating communication between all stakeholders, while keeping the project on schedule and within budget. The project manager is the single point of contact for all information flow.

■ **Step 2: Establish communication rules**

It is crucial to establish clear rules for communication between the consultant and the client. (Skip this step if you are not using a consultant.) Start with on-going, weekly communication between the consultant and the project manager. This can be a simple phone call or a more formal meeting. The paramount rule is that the consultant and the project manager must keep each other informed and in the loop regarding all activities and important contacts with other stakeholders.

■ **Step 3: Reporting and billing**

Produce a short progress report each month, noting advances on key milestones along with a billing statement. This report is needed whether or not a consultant is used. Do not wait for months and then be surprised by a lack of progress or large invoices.

■ **Step 4: Set Internal review team (IRT) meetings**

The IRT, including the city traffic engineer and others, should meet with the project manager on a regular basis, and be involved in all major decisions and reviews. The consultant should attend as many of these meetings as possible.

■ **Step 5: Maintain public outreach**

The public process should include ongoing meetings of the Bicycle Advisory Committee (BAC), meetings with other stakeholders, and larger public meetings. It should also include other forms of public outreach.

If consultants are used, the contract should spell out which meetings they will attend and who will organize the meetings. The logistics of organizing meetings take a lot of time and can be very expensive if organized by the consultant. Consider hiring an intern or, if available, use internal public relations personnel to help with logistical details.

The project manager is the glue that holds the entire BMP process together

There are many ways to involve the public. At a minimum, consider the following:

- BAC—Meet on a monthly basis. Everyone attending the meetings should have an agenda and topics for review and input at least several days beforehand. Make each meeting count!
- Community meetings—Consider having at least two large public meetings: one at the beginning of the process, and one to present the draft plan. An ‘open house’ format that includes a presentation is often best. Include agency staff, the BAC, and the consultant(s) in the public meetings.
- Web site—Create a project web site that is regularly updated. The web site should include an opportunity for the public to provide ideas, suggestions, and feedback.



- Surveys—“Survey Monkey” is one of several companies that offer an inexpensive, easy-to-use tool for soliciting input that can be featured on the web site. This is a good place to ask questions about why people do or do not bicycle, what barriers to bicycling exist, and desired facilities and education programs.
- Newsletters—Consider publishing a newsletter two or three times during the development of the plan. It can be posted on the web site, e-mailed to a subscription list, and, if desired, printed for wider distribution. Have it translated into Spanish and other languages as appropriate.
- Public database—Create a database of all members of the public who provide input. At a minimum, anyone who submits input should receive a reply that their comments have been received and will be considered in the development of the plan. The database can also inform people of upcoming meetings and project status.

Consider publishing a newsletter two or three times during the development of the plan.

■ Step 6: Preparing a draft plan

The outline for the draft plan should flow out of the goals, objectives, and content agreed to in the “before the plan” steps of Phase One. Again, this will vary from community to community. Policy plans will be structured very differently than project- and program-based plans. That being said, typical plans will include:

- An Executive Summary
- A description of existing conditions
- Chapters
 - 1) the physical network
 - 2) education
 - 3) enforcement
 - 4) innovations
 - 5) how priorities were set
 - 6) implementation
 - 7) evaluation

The plan may also incorporate one or more maps or illustrations showing, for example, planned route networks, priority intersections, bicycle rack locations, et cetera.

The chapters on the specific topic areas shown above can be developed in a linear progression or in parallel. Here's how to develop each chapter:

- A detailed chapter outline should be reviewed by the IRT and BAC
- A draft text for each chapter is then written, and reviewed by the IRT and BAC. That text will include language explaining how the contents tie into existing policies, projects, and programs. The intent is to build upon what exists, and add new initiatives only when needed.
- Each chapter should include an explicit statement on how the chapter supports the goals and objectives of the plan. (It is not uncommon to see draft plans with chapters and recommendations that seem to have nothing to do with the plan goals.)
- Each chapter should include specific policy, project, and program recommendations that can be implemented, measured, and evaluated. Each of these recommendations should be given a "home." For example, changes to bicycle parking requirements for new developments might find a "home" in the local zoning code.

Maps should be delivered in an electronic format agreed upon by all parties including the consultant (if applicable). These decisions concerning format and content are critical because they can become major cost factors. Compatibility issues, especially those related to GIS data layers that can later be manipulated to establish priorities, must be settled early in the BMP process.

Facility innovations such as "sharrows" or "green bike lanes" should be cleared through the IRT prior to bringing them to the BAC for inclusion in the draft text.

Each chapter should include an explicit statement on how the chapter supports the goals and objectives of the plan

Other departments and agencies must have the opportunity to review and comment on recommendations that they will have to implement. For example, the Police Department (or State Highway Patrol) will need to review any recommendations concerning enforcement.

■ **Step 7: Setting priorities**

Plans should include recommendations regarding priorities. When setting priorities, stay focused on accomplishing plan goals and objectives. Politically, it is critical to show visible, measurable progress year to year.

One simple approach is recommending short-, medium-, and long-term priorities. An example: the first three years of your plan might focus on installing bike lanes and sharrows, and implementing an education/encouragement program for the entire city. The second three years could focus more on installing way-finding signs and making spot improvement at critical intersections. The third three years might focus on larger, more complicated and expensive projects.

Prioritization guidelines should also be part of the plan. Again, they should reflect the goals and objectives of the plan. Typical guidelines involve a scoring sheet that takes into account things such as crashes, connectivity, potential use, et cetera. The scoring sheet can then be used to prioritize proposed bike lane projects and other facilities. If all proposed facilities are on GIS layers, they can easily be organized into prioritized lists. This could be done by the consultant or the local agency once the plan is completed. The key is to make sure the consultant provides the data in the appropriate format and layers making the GIS analysis possible.

■ **Step 8: Plan implementation**

The single best way to implement physical improvements recommended in a plan is through routine accommodation. Bicycle improvements recommended in the BMP should be installed as part of routine maintenance and capital projects. For example, when a street is repaved, bike lanes should be installed in conjunction with annual re-paving programs; all new bridges should include bicycle facilities.

Many communities are adopting “complete streets” policies which require that the needs of all transportation modes (pedestrian, bicyclist, motorist, and transit rider) be taken into account when re-paving or building a

street. This expands the concept of routine accommodation to include all modes. The BMP can be an excellent place to recommend the adoption of a complete streets policy as an implementation strategy.

Implementing policy changes recommended in the BMP is a closely related implementation strategy. For example, your plan might recommend a policy of paving shoulders whenever a rural road is built or resurfaced. Plans can recommend allowing only bicycle-safe drain grate designs. Departmental policy can require that bikes are always included when conducting counts. Ongoing traffic safety programs can be structured to always include bicycle safety.

Policy changes can also be extended to zoning and development regulations. It is not uncommon to require bike lanes and trails when developing new subdivisions.

Last but not least are dedicated funding sources for projects and programs. While difficult to implement in tight financial times, it is still a viable option to pursue. Bicycle projects and programs have been funded from numerous sources, including general funds and tax assessment measures approved by voters (levy, bond issue, millage, etc.). Grants from federal sources—such as transportation enhancements—have historically funded many projects. Partnerships with local cable companies and others needing linear corridors can often be used to fund rail-trail projects.

The Bicycle Master Plan can be an excellent place to recommend the adoption of a complete streets policy



■ Step 9: Plan accountability, evaluation, and updating

The BMP should include a strategy for accountability. The local agency that owns the plan must be held accountable for implementing the plan. Typically, implementation reviews will be handled by an outside group such as a bicycle advisory board or other citizen based, “good government” group. Reporting should include an annual work plan, monthly progress reports, and a yearly accomplishments report. Any proposed changes to the plan should also be presented for review and comment. Without this accountability, plans are easily diluted as time goes by and new decision makers are elected and appointed.

Evaluation means checking to see if the goals of the plan are being accomplished. For example, is bicycle use going up and are crashes and fatalities involving bicyclists going down? Annual counts and review of crash data provide an easy way to measure progress. If goals are not being accomplished, re-evaluate priorities and make adjustments as needed.

Finally, the BMP will need periodic updates. Consider updating your plan in conjunction with your local transportation plan. Typically, these updates are going to occur every three to six years. If plan goals are being met, updates may be minimal. If not, more substantial changes may be necessary.

The local agency that owns the plan must be held accountable for implementing the plan



Phase Three: Implementing The Plan

Introduction

Developing a plan is often easier than implementing a plan. This was the reason for focusing on the early steps that created stakeholder buy-in and ownership of the plan. Assuming that you've achieved buy-in, the two most immediate and important steps are to adopt the BMP and implement the accountability strategies as suggested in the plan.

6 Steps to implement a BMP

■ Step 1: Get the plan adopted

The completed BMP should immediately be adopted by local elected officials. This could be by resolution or ordinance. If it is a state-level plan, it may be adopted through a transportation commission or other oversight body. A public adoption of your plan gives it credibility and authority.

The goal should be to have 100 percent of the BAC members supporting the plan. Depending on local protocol, this could be at a public hearing or through a letter signed by all members. The key is to move quickly while there is support and the plan is fresh in everyone's mind.

The completed BMP should immediately be adopted by local elected officials.



If there is known opposition to a few items in the plan, it may be necessary to make some last minute changes. Be willing to compromise. It's not worth jeopardizing the entire plan for a few points. For example, if the proposed bike lanes on a particular street are controversial, it may be better to show the street as "needing more study."

■ **Step 2: Immediately begin implementing the accountability strategies contained in the plan.**

Staff should secure a place on the agenda of whatever group has been designated to monitor implementation of the plan, and start making monthly reports. Don't wait—you don't have to have a lot to present and it can be a short report. The point is to establish a pattern of accountability that will ensure the plan will be implemented.

■ **Step 3: Develop an annual work plan**

An annual work plan should be presented to the designated group charged with accountability for implementation. Have that group review and approve the work plan. The work plan should include specific, measurable tasks. Typical examples include:

- Install (x) miles of bike lanes;
- Install (x) number of bike racks;
- Begin an education program that targets (x) number of schools.

The work plan should be the basis of monthly reports to monitor progress. This work plan is not a static document; expect there to be additions and subtractions throughout the year.

■ **Step 4: Ongoing public outreach**

Public involvement does not end with the adoption of the plan. Every project will involve some outreach. Don't take for granted that projects will move forward just because they are in an adopted plan. Public outreach should be taken very seriously; otherwise you'll risk a public backlash that slows or stops implementation of the plan. If possible, replicate or adapt other public outreach models that have worked in your community or region.

An annual work plan should be presented to the designated group charged with accountability for implementation

■ Step 5 : Document your success

Document, document, document. Create a file labeled “All of Our Work Gets Entered Here.” Document every drain grate, bike rack, policy change, signal timing adjustment, and educational brochure that is produced, installed, or created. Take before and after pictures for every bike lane project.

■ Step 6: Seize the day

Successfully implementing a BMP means taking advantage of every opportunity that presents itself. Every public and private project and program can provide an opportunity to make improvements for bicyclists. The ingredients of success are time, money, and most importantly, political will. If the time is ripe, go for it.



ATTACHMENT A

Sample Two Year Project Timeline

| Month | Year 1 | | | | | | | | | Year 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------------------|--------|---|---|---|---|---|---|---|---|--------|----|----|---|---|---|---|---|---|---|---|---|----|----|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | | | | | | | | | | | | | | | | |
| Task Schedule | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Before the plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Goals; Objectives; Content</i> | ■ | ■ | ■ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Consultant Selection</i> | | | | ■ | ■ | ■ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Developing the Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Public process</i> | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ⌘ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ⌘ | ■ | ■ | ■ | | | | | | | | | | | | | | | | |
| <i>Existing conditions</i> | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | | | | | | | | | | | | | |
| <i>Develop draft plan</i> | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | | | | | | | | | | | | | |
| <i>Priorities</i> | | | | | | | | | | | | | | | | | | | | | ■ | ■ | ■ | ■ | | | | | | | | | | | | | | | | |
| <i>Final Plan</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ■ |
| Implementing the Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Adoption</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ■ | |
| <i>Implementation</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ■ |

⌘ Open Houses

■ Bicycle Advisory Committee Meetings

○ Ongoing for length of plan (e.g. 10 years)

ATTACHMENT B

CITY OF SEATTLE REQUEST FOR STATEMENT OF QUALIFICATIONS CONSULTANT SERVICES

Project: City of Seattle Bicycle Master Plan

The City of Seattle, through its Seattle Department of Transportation, requests Statements of Qualifications (SOQ) from qualified transportation planning firms for developing a Bicycle Master Plan.

This project includes: an evaluation of arterial streets to identify opportunities for bike lanes and wider curb lanes, the development of a comprehensive bike route signing system, and a detailed ten-year action and budget plan. Other major elements will be to develop policy on connectivity, routine accommodation, and complete streets; the development of supplemental design guidelines; and recommendations regarding policies, best practices, and programs of other City departments that affect bicyclists.

This project may be done in phases. It is the intention of the Seattle Department of Transportation to use the same consultant for all phases, subject to satisfactory performance by the consultant in each phase. The first phase of this project is estimated to be between \$180,000 and \$220,000 with the time of performance expected to be between March 2006 and December 2006.

The Seattle Department of Transportation will use a two-step process for selecting a consultant. The first step will evaluate all consultants submitting their qualifications. The second step may include an interview prior to selection. Those selected for interviews will be asked to submit a brief project summary, a budget and task level estimate (including previous fees) and make a short presentation to an interview panel consisting of City staff and others.

As part of the first step, interested qualified consultants may request the Request for SOQ's packet by e-mailing pete.lagerwey@seattle.gov.

The Request for SOQ's packet includes a more detailed Scope of Work, administrative requirements such as nondiscrimination in benefits, use of disadvantaged businesses, selection process, schedule, etc.

All SOQ's shall include statements dealing with the following evaluation criteria. Failure to do so may result in the SOQ being declared non-responsive.

Evaluation Criteria

Maximum Points

| | |
|-----|---|
| 40 | Firm Experience: Experience of the consultant in projects of similar scope. Demonstrated experience in developing local bicycle master plans including summary information on scope and fees; and public outreach related to the development of the bicycle master plans. Knowledge of technical aspects of bicycle transportation planning. Capacity and ability to adhere to budget and schedule. |
| 30 | Results: Demonstrate that plans developed were adopted, how they were implemented and what results were achieved. |
| 30 | Personnel: Competence and qualifications for the type of services to be provided. Knowledge and experience of proposed project manager and key staff in projects of similar scope. Strong analytical, written and oral presentation skills. |
| 100 | TOTAL POINTS |

SOQ's shall be limited to a maximum of ten pages, not including attachments, and shall clearly indicate principal team members and subconsultants. Attachments may include brochures and resumes. Five (5) copies of your SOQ, including attachments shall be submitted.

The consultant selected will be required to be licensed to do business in the State of Washington and the City of Seattle.

SOQ's must be received by Tom Peloquin by 4:00 p.m., Friday, February 24, 2006.

Any questions regarding this Request for SOQ's may be directed to the Project Manager Peter Lagerwey at (206) 684-510

ATTACHMENT C

Evaluation Criteria for Bicycle Master Plan Task Force Scoring Framework

Purpose: Provide a consistent framework for the Bicycle Master Plan task force to evaluate the Consultant SOQs. The scoring framework below is consistent with the Consultant Evaluation Matrix that will be used by the Consultant Evaluation Committee.

1. Experience of the consultant in projects of similar scope. Demonstrated experience in developing local bicycle master plans including summary information on scope & fees; & public outreach related to the development of the bicycle master plans. Knowledge of technical aspects of bicycle transportation planning. Capacity & ability to adhere to budget & schedule.

| Experience of the consultant in projects of similar scope... | Maximum Points | Notes |
|---|----------------|-------|
| Team has developed a bike master plan of a similar scope in a large urban area. | 10 | |
| Team members have significant experience in transportation planning for bicycles. | 10 | |
| Relate the importance in delivery of the master plan according to an agreed to scope, schedule and budget. | 5 | |
| Excellent public involvement experience, including demonstrated ability to work with challenging groups. | 5 | |
| Facility with national and local design standards (e.g. proposals that will fit within our system as well as provide guidance on where our system might be modified). | 5 | |
| Have described research and data collection methods applicable to this project and that have long term utility for SDOT. | 5 | |
| Total (40 Points Maximum) | | |

2. Demonstrate that plans developed were adopted, how they were implemented & what results were achieved.

| Plan Development and Implementation... | Maximum Points | Notes |
|---|----------------|-------|
| Team can demonstrate successful adoption (or approval) and implementation of their plans | 10 | |
| Proposal describes project lists, program improvements, policy or standards changes or other clear actions that have resulted from their plans. | 10 | |
| Proposal places a value on having a strong working relationship with the client. | 5 | |

| Plan Development and Implementation... | Maximum Points | Notes |
|--|-----------------------|--------------|
| Team members have worked effectively with the City of Seattle before and understand the local "landscape" both politically and from a policy standpoint (e.g. land use and transportation policy). | 5 | |
| Total (30 Points Maximum) | | |

3. Competence & qualifications for the type of services to be provided. Knowledge & experience of proposed project manager & key staff in projects of similar scope. Strong analytical, written, & oral presentation skills.

| Competence and qualifications providing the requested services... | Maximum Points | Notes |
|--|-----------------------|--------------|
| Project manager has experience managing a project of this size and scope. | 10 | |
| Team is a manageable size and a single point of contact or clear organizational chart has been identified. | 10 | |
| Project manager and team members have a strong working relationship (and ideally have worked together before). | 5 | |
| Proposal demonstrates written and graphic clarity and skill in how information is displayed. | 5 | |
| Total (30 Points Maximum) | | |