

Chapter 7: Implementation

The long term success of the system requires the City's commitment to creating a bikeable and walkable community and the preservation of open space. This can only be accomplished through an understanding of what is required to implement and achieve all of the goals, strategies, and action items outlined in this Plan. This chapter sets the course for how to turn recommendations drawn from Chapter Five: System Development and Chapter Six: System Management into reality to generate change over the next 10 years. It outlines priorities and costs; implementation methods; administration of the system; and evaluation procedures for the system as the Plan progresses.



PRIORITIES

A proposed 130 miles of bicycle lanes, 80 miles of bike routes, 41 miles of trails and 114 miles of sidewalks were identified in Chapter 5: System Development, in addition to what exists as shown in Figure 7.1: Facility Miles. This section provides recommendations on priorities and phasing as well as the criteria and methodology used in reaching those recommendations. The proposed priorities will be reviewed and may be modified over time as a result of changes in land use, development, and transportation patterns as well as other opportunities or constraints.

Facility Miles					
Facility	Existing	Funded	Proposed		Total Existing, Funded, and Proposed
			Short-term (10 years)	Near-term and Long-term	
Bike Lanes	33	4	44	86	167
Bike Routes	59	0	18	62	118*
Paths	8	6	6.4	34.4	55
Sidewalks	130	7	19	95	251

*There are currently 59 miles of bike routes, however, once build-out of proposed bike route facilities occurs many of the current bike routes will become bike lanes reducing the number of 2010 existing bike routes to 32 miles.

FIGURE 7.1: FACILITY MILES



Criteria and Methodology

Factors considered in prioritizing each facility type were compiled based on the goals established in this Plan; input from the general public; and input from the Technical Task Force and the Staff Resource Team. Some factors included connectivity to key destinations, population density, safety, and public requests. All facility types (bike lanes, bike routes, multi-use paths, and sidewalks) were analyzed. Other factors used included connectivity gaps; important east/west and north/south corridors; and the likelihood of a street being built or widened. Appendix K provides additional information on how priorities were established. Factors to determine land acquisition priorities include likelihood of development, zoning, and the presence of a proposed multi-use path; however, the analysis and results were not performed as part of this Plan but will in implementation.

Once each proposed facility type was prioritized, they were placed into one of the following categories: Short-term (0-10 years), Near-term (11-20 years), and Long-term (21+ years) based on the analysis described in Appendix K. Proposed facilities were further prioritized by likelihood of the facility being built in conjunction with a street project; and finally by the location of the proposed facility (College Station City limits, potential annexation areas, and the five-mile Extraterritorial Jurisdiction). Although all of the proposed facilities are needed, the factors identified above influence the need of one project over the other. Maps 7.1: Priorities for Proposed Bike Lanes, 7.2: Priorities for Proposed Bike Routes, 7.3: Priorities for Proposed Sidewalks, and 7.4: Priorities for Proposed Multi-use Paths provide a depiction of these priorities.

COSTS

Costs were estimated for design and construction; maintenance; and programming of the bicycle, pedestrian and greenway system. These estimates should only be used as a preliminary guide and further study should be given to arrive at more concrete cost projections.

Figure 7.2 provides costs for design and construction of facilities as well as maintenance of facilities. Costs associated with each facility are provided based on short-term and near-term and long-term priorities. Short-term priorities include inflation while near-term and long-term only include 2010 estimates. They do not, for the most part, consider any land acquisition that may be required or unforeseen design and construction issues. Estimated costs for bike lanes and sidewalks are only included if they are not already included with street construction to widen or construct a new street. Maintenance for greenway property is estimated to be \$2,500 per mile per year.

Facility	Short-term (10 years)			Near-term and Long-term	
	Proposed Miles	Design and Construction	Maintenance	Proposed Miles	*2010 cost estimates
Bike Lanes	44	\$680,000	**\$1300 per year per mile (\$572,000)	86	N/A
Bike Routes	18	\$70,000	**\$635 per year per mile (\$114,000)	62	\$190,000
Paths	6.4	\$14 million	\$5,000 per year per mile (\$320,000) Replacement as needed	34.4	\$61 million
Sidewalks	19	\$3.9 million	(\$750,000) Replacement of 5 miles per year	95	\$2.8 million

*The 2010 cost estimates do not include inflation.

**This cost is programmed into regular street maintenance.

FIGURE 7.2: COSTS

Additional analysis will be needed to guarantee that all factors and issues were considered before allocating funding for facilities, programs, staff, or other resources. Programs, for example, could include funds for events, a grant program, maps, and educational materials; the total of which would be about \$60,000 annually.

IMPLEMENTATION METHODS

The recommendations described in this Plan for development and management of the system will require various methods to progress from a concept into programs and constructed facilities. This section provides a description of phases a project might go through as a project progresses and funds are appropriated. They include the following phases:

1. Policy, Regulations, and Standards;
2. Plans and Studies;
3. Partnerships;
4. Funding; and
5. Facility Development and Management.

Policies, Regulations, and Standards

In order for the system to grow and be successful, adopting clear policies, regulations, and standards that support the addition of bicycling and walking infrastructure are vital to supplementing limited funding sources. As development occurs, zoning, land use, and subdivision regulations can have a positive and long lasting impact. Adopting and amending existing policies, subdivision regulations, and engineering standards will be necessary through the Unified



Development Ordinance (UDO) and the Bryan/College Station Unified Design Manual in order to implement this Plan.

Plans and Studies

The City of College Station Comprehensive Plan identified the need for neighborhood, district, and corridor plans as a part of its implementation. These small area plans will focus on needs and opportunities of identified areas with the opportunity to also generate more detailed analysis in regards to bicycling, walking, and greenways. Neighborhood plans will aid in the development of actions that will address existing problems and identify enhancement actions within the area of the plan. District and corridor plans are intended for areas that exhibit, or could exhibit, opportunities for a mix of uses with an emphasis on walkability and a unique focus. Corridor planning areas further incorporate opportunities for resource protection or recreational activities.

The Recreation, Park, and Open Space Master Plan, also an element of the City's Comprehensive Plan, provides guidance on the community's parks and open space that this system will help connect to neighborhoods. The Bicycle, Pedestrian, and Greenways Master Plan will need to take direction on where to put proposed facilities based on where future parks and open space are expected to be developed.

Furthermore, greenway corridor analysis and evaluation should be prepared in order to plan for identified trail corridors within the greenway system to generate a deeper level of analysis than the conceptual level of planning that is provided in this Plan. These studies could include a detailed existing conditions inventory and analysis, citizen engagement, possible routes for the trail, environmental factors, and preliminary cost estimates. The existing conditions inventory could include the following: site conditions and constraints; existing natural, cultural, or historical resources; and an inventory of existing wildlife and plants. Additional analysis would help determine the level and need for managing the corridor. If a trail is in the corridor, trail alignment options could be identified as well as preliminary cost estimates. Citizens should be engaged in this process and it should involve surrounding neighborhoods, including property owners of residences, businesses, etc.

Partnerships

Collaboration will need to occur on a number of levels in order to accomplish what is recommended in this Plan. This includes other government agencies as well as others in the community who are committed to the bicycle, pedestrian, and greenway system. Below, Figure 7.3 provides a matrix of potential partners and a variety of elements in which they may participate.

Potential Partners	Regulation/Policy	Planning	Advisory	Funding	Design/Construction	Maintenance	Programs - Enforcement	Programs - Education	Programs - Encouragement
Brazos County	X			X	X	X			
Bryan/College Station Metropolitan Planning Organization	X	X	X	X				X	X
Builders/Developers		X		X	X	X			
City of Bryan		X					X	X	X
Employers		X	X	X	X	X		X	X
Home Owner or Neighborhood Associations		X			X	X	X	X	X
Special Interest Groups or Organizations		X			X	X	X	X	X
Texas A&M University		X		X	X	X	X	X	X
Texas Department of Transportation	X	X	X	X	X	X			
The District		X		X	X				

FIGURE 7.3: PARTNERSHIPS

Funding

The availability of a secure and annual source of funding will play an integral role in the establishment, growth, and maintenance of the system. Implementation will require capital and operational funds for land acquisition, the development of facilities, and management of the system. Maximizing available funds will be essential and will require adopting strong policies and ordinances, leveraging local funds with state and federal sources, and capitalizing on opportunities to develop facilities, as well as establish greenways as part of utility or street improvement and maintenance projects. This section identifies a variety of local, state, and federal sources as well as other types of funding sources. Appendix L: Funding Sources provides additional information on each source including additional sources of funding from private and non-profit sector sources to implement this Plan's recommendations.

Local Sources

Available funding sources at the local level for funding the bicycle, pedestrian, and greenway system are comprised of the general fund and the capital projects fund, as described below.

General Fund

The most common source of funding for municipalities is through the General Fund. This fund consists of a collection of property taxes, sales tax, fines, and fees. This fund usually covers the day to day operational needs of the City such as salaries, supplies, etc. This fund would cover the additional staff resources needed and could also cover some of the programs referenced in Chapter 5: System Development creating a dedicated, annual allocation that currently does not exist.

Capital Projects Fund

Capital project funds typically help maintain, improve, or construct new infrastructure such as streets, parks, trails, other public facilities, and associated land acquisition. This fund typically consists of debt service funds (general obligation bonds) and special revenue funds (Tax Increment Financing Districts, Drainage Utility Fee and Parkland Development) as described below. All of the methods of funding described below are currently utilized by the City of College Station except for the proposed sidewalk fund.



- General Obligation Bonds – This is a municipal bond approved by voter referendum that is secured through the taxing and borrowing power of a jurisdiction. It is repaid by levy through a municipal pledge. Bonds can be used for land acquisition and/or construction of facilities. Some communities pass referendums specifically for open space, watershed protection, and trail projects. Bicycle, pedestrian, and greenway projects are typically implemented through this funding source.
- Drainage Utility District – The City currently uses the existing revenue from the drainage utility fee for capital construction projects that improve drainage. It is a flat fee system and can be used for acquisition and maintenance of floodways and floodplains in areas that are directly affected by drainage-related problems. Funds are currently used for minor unscheduled drainage projects that arise through the year.
- Impact Fees – This is a fee collected on new development to help support the payment of portions of needed public amenities such as waterlines, sewer lines, and streets. The City currently has five impact fee areas (four sewer and one water). Consideration could be

given to establishing and allocating impact fees to multi-modal transportation. Impact fees must meet the requirements outlined in Chapter 395 of the Texas Local Government Code.

- Tax Increment Financing Districts – These districts use taxes generated from redevelopment through private investment to finance public improvement projects. A recent example within the City is Wolf Pen Creek. As new districts are considered and created or implemented, emphasis should be placed on protecting greenways and developing trails.
- Parkland Development – These funds are generated through land development for neighborhood and community parks in residential areas. Collaboration with the Parks and Recreation Department should include using a portion of these funds to construct greenway trails when they connect or go through a park that is being developed.
- Sidewalk Fund – This potential fund would allow for funds that would otherwise go to the construction of a sidewalk in a developing area, where it may not be fully utilized by the public, to go instead into a fund for the maintenance or construction of sidewalks in other areas of the City.

Federal and State Sources

Funds are often available from federal and state sources through a variety of grant programs to finance projects. Typically a funding match is required. Primary sources available are referenced below but are not all inclusive. Additional information is available in Appendix L: Funding Sources.

Federal Funding

- Department of Transportation: Federal Highway Administration (FHWA) – Funds are typically distributed through each state. (www.fhwa.dot.gov) The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) has provisions that support a number of programs that are typically distributed through each state. The latest federal transportation funding law replaced the Transportation Equity Act for the 21st Century (TEA-21) in 2005 which was the successor to the Intermodal Surface Transportation Efficiency Act (ISTEA) replaced in 1998. This legislation began in 1992 which allowed millions of dollars to become available for bicycle and pedestrian related facilities and programs.

SAFETEA-LU authorized \$244.1 billion in Federal motor fuel tax revenue along with other funds over the last six years and expired on September 30, 2009. Reauthorization of funds is currently underway. Some of the programs that have been created through this legislation are described below:

- Highway Safety Improvement Program – This program provides funding to reduce traffic fatalities and injuries on land adjacent to any highway on the National Highway System. Funds can be used to assist in bicycle and pedestrian safety. State Highway 6, Harvey Mitchell Parkway [FM 2818] and portions of University Drive [FM 60] are on the Federal Highway System.

(http://www.fhwa.dot.gov/planning/nhs/maps/tx_east/collegestation_tx.pdf)

- Safe Routes to Schools – This program is administered and implemented through the Texas Department of Transportation and is described below.



- Surface Transportation Program – Funds from this program can be used for any Federal-aid highway and can include the construction of bicycle and pedestrian facilities as well as non-construction

projects such as educational materials. This program also provides funding for Transportation Enhancement Activities administered through the Texas Department of Transportation as described below.

- Recreational Trails Program – This program is administered and implemented through the Texas Parks and Wildlife Department and is described below.
- Federal Transit Administration (FTA) – Funds from this program support public transportation in planning, facility construction, and other operations. This includes providing access for bicycles to transit facilities and installing racks or other equipment for transporting bicycles on transit vehicles.

- Department of Interior: National Park Service

- Land and Water Conservation Fund – This program is administered and implemented through The Texas Parks and Wildlife Department and is described below.
- Rivers, Trails and Water Conservation Assistance Program – Direct assistance is available to communities for natural resource conservation and outdoor recreation projects in order to conserve rivers and preserve open space. Funds may be used for greenway trails or watershed planning including developing concept plans or public outreach.

- Environmental Protection Agency (EPA)
 - Environmental Education Grants Program – This grant program provides support for environmental education projects to enhance awareness and understanding of issues affecting environmental quality.
- Department of Housing and Urban Development (HUD)
 - Community Development Block Grant Program – This program provides funds for neighborhood revitalization, economic development, and improvements to community facilities and services in low and moderate-income areas. In some communities, funds have been used for trail development.
- Department of Energy
 - Energy Efficiency and Conservation Block Grant – This grant was funded through the American Recovery and Reinvestment Act of 2009. Funds can be used to develop and implement projects for energy efficiency and to reduce energy use and fossil fuel emissions.

Statewide Funding

- Texas Department of Transportation
 - Safe Routes to Schools Program – This program encourages school age children to bicycle and walk to school by providing funding for the construction of facilities and programs within a two mile radius of primary and elementary schools. Its objectives include safety, a reduction in traffic congestion, and health and wellness. The City would need to work in conjunction with the College Station Independent School District to determine priorities and apply for the grant.
 - Transportation Enhancement Activities – Funding for 12 different activities are offered through this program, including pedestrian and bicycle facilities; safety and education activities; as well as conversion of abandoned railway corridors to trails; landscaping and scenic beautification; and environmental mitigation to maintain habitat connectivity. It is funded through SAFETEA-LU Surface Transportation Program.
- Texas Parks and Wildlife Department
 - Recreational Trails Program – The development of non-motorized and motorized recreation trail projects and related facilities for hiking and bicycling are supported through this program. Funds come through the Federal Highway Trust Fund from gas taxes paid on fuel for non-highway recreational vehicles. Monies can be used for the creation or improvement of trails, trailheads, or related facilities and land acquisition.



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- Land and Water Conservation Fund – This program provides matching grants for the acquisition and development of outdoor recreation areas and facilities such as trails. This funding is available if applying for an Indoor Grant, Outdoor Grant or Small Community Grant.

Other Types of Funding Sources

There are a number of other funding sources that can be explored to further the system including creating a local non-profit organization that could solicit donations or corporate sponsorships, recruit volunteers, build partnerships and encourage land dedications. In-kind donations of labor, materials and supplies are other private contributions that should be explored and encouraged.

Land Trusts

There are a number of land trusts that support the protection of land through conservation for their natural, recreational, and educational value in the Brazos Valley. The Texas Land Trust Council provides a directory of trusts on their website (www.texaslandtrust.org). The City should develop a relationship with a trust to continue and broaden its efforts in protecting greenways.

Action Items:

Establish and ensure annual capital and operating funding sources necessary to undertake projects identified for the next 10 years.

Seek alternative funding sources through grants and partnerships with local, state, and federal agencies, neighborhood,s and businesses to leverage existing funds.

Facility Development and Management

Facility development may include stream restoration, establishment of riparian areas, flood mitigation for greenways, as well as design and construction of bicycle and pedestrian facilities. Design and construction could include land acquisition, a corridor/site inventory, and analysis, site planning, citizen engagement (described below), cost estimates, and construction. Land identification and acquisition of greenway corridors will require the identification of ownership interest and the potential need to pursue fee simple purchase or easements along the corridor if the City does not already have access along the preferred route. Design should include detailed construction documents and cost estimates. Responsible departments and associated funding sources for maintenance of a facility should be determined when funds for the development of the facility are allocated.

Citizen Engagement

An important part of implementation is the need to continue to engage citizens as the system grows and ensure that needs are met. This should include bringing all stakeholders such as property owners, neighborhoods, and the business and development community together to identify existing dynamics and circumstances that will play a role in the success of the project. During the design phase of a project, notification and public comments should be solicited at the conceptual (30% design) stage and may include input on alternative design methods or route alignments. If additional analysis and evaluation are needed along greenway corridors, public input will also be solicited.

Engaging the community through programs for education, encouragement and enforcement, as well as to recruit volunteers to help with land stewardship (e.g., Adopt a Greenway) will also be fundamental.

ADMINISTRATION

Collaborative initiatives by various public and private partners will be required to create a supportive environment for bicycling and walking in College Station. As mentioned in this Plan, a number of components are involved in developing and managing the system and require a network of participants including city, state, and federal agencies; other municipalities; businesses; developers; and citizens. Each of these groups can play a role in creating change and enhancing the system. Below are the roles and responsibilities for City Council, the Planning and Zoning Commission, City Staff, and the Bicycle, Pedestrian, and Greenways Advisory Board recommended in this Plan. Figure 7.3 provides a matrix of potential partners and the roles they will play in implementing different components of this Plan.

The City Council will take the lead in the following areas:

- Adopt and amend the Plan by ordinance after receiving recommendations from the Planning and Zoning Commission;
- Support and act as champions for the Plan;
- Adopt new or amended ordinances and regulations to implement the Plan;
- Approve inter-local agreements that implement the Plan;
- Consider and approve the funding commitments that will be required to implement the Plan;
- Provide final approval of projects and activities with associated costs during the budget process;
- Adopt and amend policies that support and help implement the Plan; and
- Provide policy direction to the Planning and Zoning Commission, other appointed City boards and commissions and City staff.



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The Planning and Zoning Commission will take the lead in the following areas:

- Recommend changes in development code and the zoning ordinance to the City Council that reflects the Plan's goals, strategies, and action items;
- Adopt, amend or modify the Plan for subsequent approval and adoption by the City Council; and
- Review applications for consistency with this Plan and the Comprehensive Plan that reflect the Plan's goals and strategies.

The Bicycle, Pedestrian, and Greenways Advisory Board will take the lead in the following areas:

- Periodically obtain public input to keep the Plan up to date using a variety of community outreach, citizen and stakeholder involvement methods;
- Guide in the implementation and integration of the Plan's goals, strategies and action items;
- Monitor and evaluate the performance, implementation and effectiveness of this plan;
- Advise the Parks and Recreation Advisory Board, Planning and Zoning Commission, and City Council regarding the status of needs of the system annually during the consideration of the Capital Improvement Program and annual operating budget;
- Establish overall action priorities and timeframes by which each action item identified in this Plan will be initiated and completed;
- Provide guidance on various components of the system relevant to areas of expertise;
- Provide advocacy, awareness, and promotion of the Plan; and
- Develop partnerships with the network of private, public, and non-profit partners to encourage financial support, development, and maintenance of the system.

City staff will take the lead in the following areas:

- Manage day-to-day implementation of the Plan, including periodic coordination through an interdepartmental Plan implementation committee (similar to the Staff Resource Team, or SRT, used for the development of this Plan);
- Support and carry out capital improvement project efforts and programming;
- Manage the drafting of new or amended regulations and ordinances that further the goals of the Plan;
- Conduct studies and develop additional plans;
- Review development applications for consistency with this Plan and the Comprehensive Plan;
- Negotiate the details of inter-local agreements;
- Administer collaborative programs and ensure open channels of communication with various private, public, and non-profit implementation partners; and

- Maintain an inventory of potential Plan amendments as suggested by City staff and others for consideration during annual and periodic Plan review and updates to the Bicycle, Pedestrian, and Greenways Advisory Board, Planning and Zoning Commission, and City Council.

EVALUATION

An evaluation of the system's success and effectiveness should be conducted on a periodic basis. Establishing performance measures that reflect the goals established in this Plan is the first step in achieving them. Baseline data and target goals will also need to be established. The performance measures should address the following areas:

- System Development – number of facilities/projects completed that have incorporated bicycle and pedestrian accommodations; number of linear miles of facilities; number of facilities that have bicycle parking or are accessible; number of projects that have been reviewed for bicycle and pedestrian circulation;
- Safety – number of crashes involving bicyclists and pedestrians;
- Usage – number of people bicycling and walking;
- Education, Encouragement, and Enforcement – number of people being educated including staff and citizens, number of bicyclists or pedestrians being ticketed;
- Environment – water quality levels, number of acres preserved;
- Maintenance – quality of facilities; and
- Cost – amount of funding allocated to the bicycle, pedestrian, and greenway system.

Additional resources may be required to generate some of these performance measures including funding, equipment, and additional staff. Utilizing volunteers, local organizations and developing relationships with professors and students at Texas A&M University to develop projects as a part of their classes will be essential.

Once this Plan is adopted, annual progress reports will be needed as the Plan is implemented. A comprehensive update to the Plan will occur in five years. Interim amendments to the Plan will occur with changes, updates, or adoption of the following documents: the City's Comprehensive Plan; neighborhood, district, and corridor plans; and regional plans. Other considerations may include changes in circumstances such as population growth, land use, or unforeseen opportunities.



Action Items

- Establish performance measures with target goals.**
- Develop procedures for collecting baseline data and performance measures.**
- Review and update the Bicycle, Pedestrian, and Greenways Master Plan in five years with consideration of changes from other Plans.**
- Provide progress reports to the Parks and Recreation Advisory Board, the Planning and Zoning Commission, and the City Council.**

IMPLEMENTATION TASKS

The tasks/action items identified in this Plan are highlighted in Figure 7.4: Implementation Tasks. It includes the task; implementation schedule; implementation and coordination roles; and funding sources.

Tasks provided relate to any action items or recommendations formulated through this planning process. Additional tasks will be needed and included in the City Department Business Plans updated yearly. The implementation schedule includes the next ten years and future build-out of the system. Implementation and coordination roles include the City of College Station departments and partners as identified in Figure 7.3: Potential Partners. Key City departments that will collaborate and help implement this Plan include the following:

- Planning and Development Services Department (P&DS);
- Public Works Department (PW);
- Parks and Recreation Department (P&R);
- Capital Projects Department (CP);
- City Attorney (CA);
- Fire Department; and
- Police Department.

Funding sources include standard methods to finance the implementation of this Plan by task. It includes the City's General Fund, capital budget, other government agencies, grants, and funding from corporations and businesses.

Strategy/ Chapter	Section	Task Type	Implementation Schedule			Implementation and Coordination Roles			Funding Sources					
			2010-2015	2016-2020	Build-out	City of College Station	External Partners	Assistance from a Consultant	City - General Fund	City - Capital Budget	Other Governments	Grants	Private Other	
5: System Development	Proposed Facilities	Initiate additional evaluation and analysis				P&DS - PW	X	X	X	X			X	
	Other Facilities	Begin planning effort to evaluate condition of facilities				P&DS - PW	X		X					
		Begin planning effort on intersections				P&DS - PW			X					
		Begin planning effort on signage				P&DS - PW			X					
		Begin planning effort on bicycle parking				P&DS			X					
		Begin additional planning efforts for greenways				P&DS		X	X	X				
6: System Management	Operations	Secure additional staff resources				P&DS - PW			X					
		Establish a Bicycle, Pedestrian, and Greenways Advisory Board				P&DS			X					
		Develop and expand operating procedures for the Greenways Program				P&DS	X		X					
	Land Stewardship for Greenways	Develop a management plan for greenway property				P&DS - PW - P&R	X							
		Continue land acquisition				P&DS - CP - CA	X			X	X	X	X	
	Programs: Education	Establish education classes				P&DS	X		X					
		Develop curriculum and education materials on bicycling, walking, and greenways				P&DS	X		X					
		Establish a "Share the Road" campaign				P&DS - PW			X					
	Programs: Encouragement	Reapply for Bicycle Friendly status through the League of American Bicyclists				P&DS			X					
		Create and distribute a bicycle and pedestrian map				P&DS			X					
		Create an "Adopt a Greenway" program				P&DS - PW - P&R	X		X					
		Encourage and participate in bicycle, pedestrian, and greenway events				P&DS - PW - P&R Police - Fire	X		X		X	X	X	
		Conduct walkability and bikeability audits				P&DS	X		X					
	Programs: Enforcement	Establish and maintain internal training of laws and ordinances				P&DS - Police			X					
		Analyze bicycle and pedestrian crash statistics on a regular basis				P&DS - PW - Police			X					
		Establish groups of volunteers to patrol multi-use paths				P&DS - PW - P&R	X		X					
	Maintenance	Develop a maintenance plan for the system				P&DS - PW			X					
		Establish a volunteer program to support maintenance efforts				P&DS - PW	X		X					
	Safety	Develop and implement an Emergency Response Plan				P&DS - PW - Police - Fire			X					
		Evaluate strategies to increase safety and security				P&DS - PW - Police - Fire			X					
		Develop and implement a Risk Management Plan				P&DS - PW - Police - Fire								
7: Implementation	Priorities	Develop Short-term priority facilities				P&DS - CP - PW - P&R	X	X		X	X	X	X	
		Develop Near Term priority facilities				P&DS - CP - PW - P&R	X	X		X	X	X	X	
		Develop Long Term priority facilities				P&DS - CP - PW - P&R	X	X		X	X	X	X	
	Implementation Methods	Update or revise ordinances, standards, and guidelines				P&DS			X					
		Coordinate and utilize other plans and studies				P&DS			X					
		Develop partnerships to facilitate system development and management				P&DS	X							
		Establish and ensure annual capital and operating funding sources				P&DS - PW			X	X				
		Seek alternative funding sources through grants and partnerships				P&DS - PW	X				X	X	X	
	Evaluation	Establish performance measures with target goals				P&DS			X					
		Develop procedures for collecting baseline data and performance measures				P&DS - PW	X		X					
		Review and update Plan in five years and through changes in other Plans				P&DS	X	X	X					
Provide progress reports on an annual basis					P&DS			X						