

A large, stylized number '5' in a light green color. The top bar is horizontal and tapers to a point on the right. The vertical stem is on the left, and the bottom curve is thick and rounded. The word 'implementation' is written in a dark green, sans-serif font across the bottom curve of the '5'.

implementation

*Esto de la Via Verde es una gran idea, pero si la misma no es mantenida y protegida, sería una desgracia para esta comunidad.*

*This Greenway is a great idea, but if it is not maintained and protected, it will be a disgrace for this community.*

Quote taken from a community meeting in Sobrante Park, Fall 2007



From the outset we wanted to make sure that the East Bay Greenway Concept Plan would not be a set of drawings sitting on a shelf, but a real working document that would assist the communities, agencies, and cities along the route in making the Greenway a reality. At our very first community workshop, we were asked questions about how the Greenway would get built, how it would be maintained, and how it would be made safe and secure.

The actual design of the Greenway, no matter how well done, is only half of the answer. A plan for the Greenway's implementation as well as a plan for its ongoing stewardship is necessary to turn the concept into reality. An implementation plan needs to address the approval process, easement acquisition, and funding for construction costs. A stewardship plan needs to address how maintenance will be paid for, who will conduct the maintenance, and how to create programs that promote safe use of the Greenway.

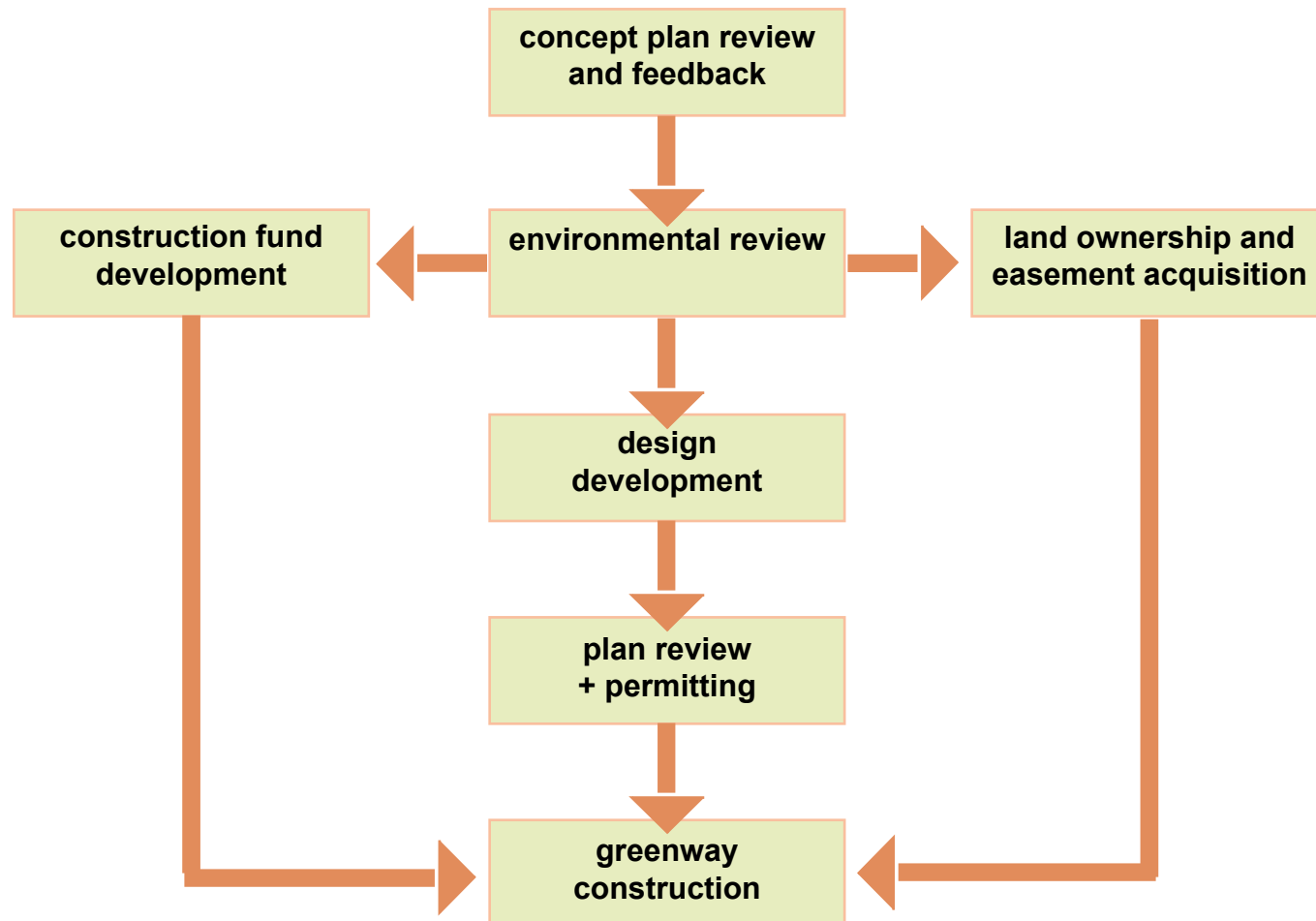
The route of the Greenway runs through four jurisdictions: unincorporated Alameda County and the cities of Oakland, San Leandro, and Hayward. Federal, state, and regional agencies will also be involved in the implementation of the plan. Clearly, implementation and stewardship planning will require detailed coordination. Establishing an agreed-upon organizational structure for the development of the Greenway will help all stakeholders to communicate, participate in decision-making, and execute the Greenway plan. In this chapter we list organizational structure alternatives that could oversee the implementation and stewardship of the Greenway. We also select "preferred routes," the organizational structures that appear to be the most plausible for the Greenway's implementation and stewardship.

## implementation and stewardship

# implementation

Several steps are required to get from a concept plan to a built project. The first is to gather feedback on the concept plan design. Next is to negotiate through the environmental review process. Then land ownership and easement acquisitions as well as grant applications for funding must take place. Finally, the design will be further refined and local agencies will shepherd the plan through their permitting process.

## IMPLEMENTATION FLOW CHART



### Concept Plan Review and Feedback

This concept plan is a working document with our preliminary findings and recommendations for the Greenway design. The next phase is to receive feedback on the concept plan from all the agencies involved and the communities along the route. Their comments and concerns will be incorporated into the next phase of design development.

### Environmental Review

An environmental impact report (EIR) is a detailed report describing and analyzing the significant environmental effects of a proposed project, identifying alternatives, and discussing ways to reduce or avoid possible environmental damage. A lead agency (a public government agency) guides the project through the environmental review process, assuring that the Greenway is consistent with the California Environmental Quality Act (CEQA). We anticipate that the Greenway will require a Mitigated Negative Declaration and a similar review under the federal National Environmental Policy Act (NEPA). The East Bay Greenway Concept Plan provides an adequate level of design in order to initiate an environmental impact assessment, and we recommend undertaking the environmental assessment as the next step in the implementation process.

The Alameda County Transportation Improvement Authority (ACTIA) has taken on the responsibility for the environmental review. As the “lead agency,” they will comply with the California Environmental Quality Act and most likely the National Environmental Policy Act. ACTIA and Urban Ecology expect that this process to be completed in early 2009. Only after the East Bay Greenway is certified as complying with these laws, can funding be obtained to build the Greenway.



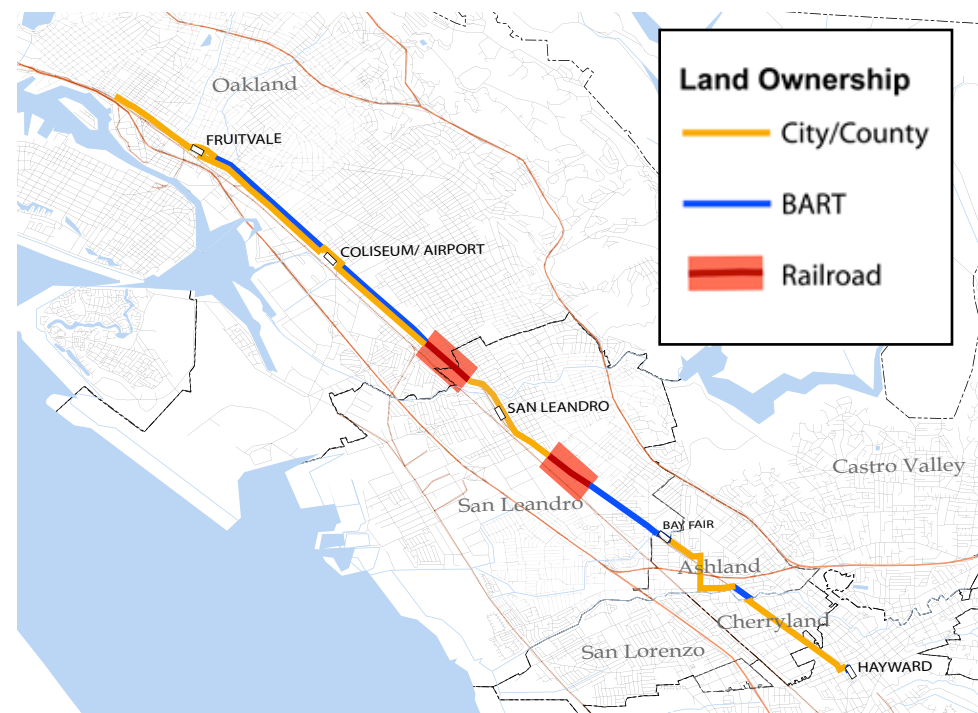
## Land Ownership and Easement Acquisition

Land for the proposed Greenway is owned and maintained by a variety of agencies: BART, the Union Pacific Railroad (UPRR), and city and county governments. The Greenway is envisioned as a short-term, implementable plan that focuses on creating a transportation link between BART stations. The alignment was chosen in order to minimize the amount of negotiations required with UPRR.

### UPRR Land

Some of the land underneath the BART tracks is owned by the UPRR, and BART has a joint-use easement with the railroad for that land. The Greenway's preferred alignment uses this joint-use easement land for the pathway only from 98<sup>th</sup> Avenue to 105<sup>th</sup> Avenue in Oakland (Segment 7). However, the pathway would be more attractive if landscaping and drainage improvements were allowed on joint-use land on all segments of the Greenway. The next step would be to research the conditions of the joint-use agreement to see if this proposed use would be permitted under the existing agreement.

In Segments 8 and 11 (105<sup>th</sup> Avenue to Park Street in Oakland and San Leandro and Hudson Lane to 147<sup>th</sup> Avenue in San Leandro), the preferred route uses UPRR land. The path alignment in these two segments is not on current BART-UPRR joint-use easements, and use of this land would require a new easement negotiation with UPRR. As these segments are more than



Map of property ownership for the preferred route of the Greenway

15 feet from the track centerline, and we propose placing a fence between the trail and railroad track, there is no conflict in having a “rails with trails” where the trail can coexist with the existing railroad and existing use of the rail line. This use would also be consistent with the *MTC's Regional Rail Plan* recommendations for preserving the rail line for future use.

### BART Land

Research needs to be conducted to confirm whether the proposed use of the Greenway is consistent with the BART property's land use agreements. If not, trail use easements would also be required for use of BART land. Segments 4, 5, 7, 12, and 13 use BART land for the pathway and would require BART permission for the Greenway. Additionally (if the area underneath the BART tracks from 39<sup>th</sup> Avenue to 47<sup>th</sup> Avenue in Oakland is to be converted into community open space) BART's permission will be required.

### Private Land

In Segment 3 from 42<sup>nd</sup> Avenue to 47<sup>th</sup> Avenue in Oakland, it is recommended that the San Leandro Street right of way be extended to allow for Class II bike lanes. This would require an easement or purchase of 8 to 15 feet of private property from the adjacent land owners.

Implementation of Class II bike lanes on Lewelling Boulevard (Segment 14) in Ashland will also require right-of-way acquisition. Alameda County has already started a feasibility study for Lewelling Boulevard improvements.

### City and County Land

The Greenway will have to go through the permit process required by each jurisdiction before it can be constructed on public land. Although each jurisdiction has a different permitting process, a general description is provided here under Plan Review and Permitting.

### Liability

Although liability is an on-going stewardship concern, it needs to be addressed up front when negotiating use easements with the various agencies. In general, liability from accidents along public trails would be handled by California state law. Cities tend to self-insure with risk manager review. Liability issues depend somewhat on the organizational structure of the Greenway. For example, a joint-powers authority, as described in the Construction section of this chapter, may get liability insurance for the Greenway in its entirety.

### The UPRR Corridor

In the long term, utilizing more of the UPRR-owned land for the Greenway will make the facility more attractive, allow for more community amenities, and provide space for storm water management and recreation.

It would expand the width of the corridor from an average of 30 feet to 45 to 80 feet. Alameda County Public Works Agency is conducting a Union Pacific (Oakland Subdivision) Railway Corridor Improvement Plan to examine alternative uses of the railroad line and the feasibility of acquiring the land for public use.

### Railbanking

One possible way to implement this long-term vision is through railbanking. In 1983 Congress amended the National Trails System Act to create a program called “railbanking,” which allows rail corridors proposed for abandonment to be preserved intact or put in a “bank” for future transportation use; in the meantime the corridors can be used as trails. Because railbanked lines are not considered abandoned under federal or state law, easements are not extinguished and the corridors are not fragmented. Any qualified private organization or public agency can file for railbanking. Railbanking is voluntary from the railroad's perspective. Note that a railbanked corridor is subject to future possible restoration of rail use.

## Design Development

After the project undergoes environmental review and fund-raising has started, engineering and construction documents (including grading, landscaping, construction details, and striping plans) will be developed. Through this process a more detailed evaluation of sightlines and stopping distances, and horizontal and vertical alignment will be conducted. At specific phases in the design, the construction documents will be submitted for review by jurisdictional agencies.

## Plan Review and Permitting

The Greenway must go through each local jurisdiction's review and permitting process prior to construction. In addition, several federal, state, and regional agencies will review the project. Some of these agencies potentially include the U.S. Army Corps of Engineers, the California Department of Fish and Game, the California Public Utilities Commission, the San Francisco Bay Regional Water Quality Control Board, Caltrans, the Alameda County Flood Control and Water Conservation District, the Union Pacific Railroad, BART, and private utilities. Typical jurisdictional reviews include zoning compliance, traffic-impact analysis, engineering review, and encroachment and building permits.

### Zoning and Land Use

Preliminary research will verify whether the proposed Greenway is compliant with the existing land use regulations, or whether a zoning change or variance will be needed.

### Traffic-Impact Analysis

Typically, lane conversions (i.e., removing a traffic lane) require a city traffic impact analysis; however, signing and striping changes without lane conversions do not. A preliminary traffic analysis of proposed striping changes along the greenway showed little to no negative impacts. The only proposed lane conversions for the preferred Greenway route are in Segment 1: E 12<sup>th</sup> Street from 18<sup>th</sup> Avenue to Fruitvale Avenue in Oakland. These lane conversions are already being studied by the City of Oakland in order to implement Class II bike lanes.

In the City of Oakland, removal of parking also requires a study and approval by the City Council. Parking removal is proposed in Segments 3, 4, 7, and 14.

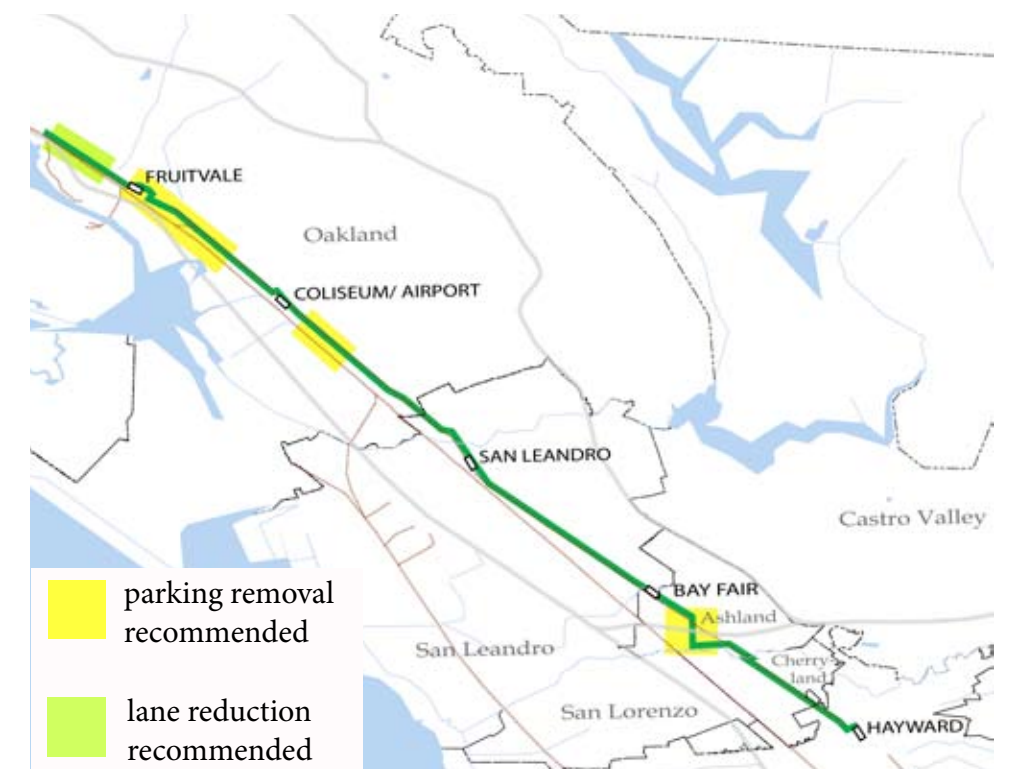
### Engineering review, encroachment, and building permits

Once the engineering and construction documents are completed, they will be reviewed and approved by the involved jurisdictions and agencies.

Encroachment and building permits allow work or an activity to be performed within city easements or rights-of-way. The City Engineer or a Planning Division Review Services Plan Checker approves the permit application, depending on the type of project or activity involved. Some of the activities involved in the construction of the Greenway that may require an encroachment or building permits include:

- Street improvements (pavement, curb, gutter, sidewalk)
- Public utility installations
- Storm drain installations or connections
- Sanitary sewer installations or connections
- Water main installations, aqueduct encroachments

### Traffic Impacts of the Preferred Greenway Route



## Construction Fund Development

Raising funds for the construction of the Greenway should precede further design development and continue concurrently with the permitting process. Although the costs of the Greenway are high, many potential funding sources exist for its construction.

### Opinion of Probable Construction Costs

The cost of constructing the Greenway will vary greatly from mile to mile depending on previously existing conditions, final adopted plans, and structural organization. At this beginning stage of planning, it is difficult to project total construction costs. However, knowing roughly how much construction will cost is necessary to plan for fundraising.

Our preliminary opinion of probable construction costs for the East Bay Greenway is approximately \$32 million. We have no control over costs, the price of labor, equipment or materials, market conditions, or over the contractor's method of pricing and can make no warranty, expressed or implied, as to the accuracy of such estimates, as compared to bid or actual construction costs.

This preliminary estimate covers the design, engineering, and construction of the preferred alignment of the Greenway including signage, path crossings, fencing, landscaping, and site amenities (benches, bike racks, public art) directly adjacent to the Greenway. It does not include land/easement acquisition costs or maintenance costs for the route. Nor does it cover the community connections suggested in the design sections, such as improved intersection crossings to get to the Greenway, open space opportunities, and links to community destinations. A detailed cost breakdown for each segment is included in the appendix.

### East Bay Greenway Estimate of Probable Construction Costs

Segment	Description	Approx. Length (in miles)	Segment Total
1	E12th St.: 18th Ave. to Fruitvale Ave, Oakland	1.07	\$1,994,996.25
2	Fruitvale Station, Oakland	0.52	\$576,412.20
3	39th Ave. to 50th Ave., Oakland	0.86	\$1,264,012.43
4	50th Ave. to Seminary Ave., Oakland	0.52	\$2,133,304.88
5	Seminary Ave. to 69th Ave., Oakland	0.53	\$1,732,920.77
6	Coliseum Station, Oakland	0.35	\$345,166.38
7	75th Ave. to 105th Ave., Oakland	1.58	\$5,032,629.36
8	105th Ave. to Davis St., Oakland and San Leandro	1.08	\$2,175,543.63
9	San Leandro Station, San Leandro	0.35	\$122,885.10
10	Thornton St. to Hudson St., San Leandro	0.54	\$3,079,398.78
11	Hudson to 147th Ave., San Leandro	0.92	\$2,806,798.09
12	147th to Hesperian Ave., San Leandro	0.62	\$2,022,885.86
13	Bay Fair Station, San Leandro and Ashland	0.35	\$608,217.85
14	Elgin St. to Hampton St., Ashland	1.53	\$2,470,667.73
15	Hampton to A Street, Cherryland and Hayward	1.36	\$5,382,874.58
16	Hayward Station	0.16	\$184,801.50
<b>Grand Total</b>		<b>12.34</b>	<b>\$31,933,515.38</b>
Add. Alts.	Rubberized Asphalt		\$360,780.00
	Imprinted Asphalt Crossings		\$624,750.00



## Potential Funding Sources for Construction

*(adapted from the City of Fremont Union Pacific Corridor Trail Feasibility Study)*

The East Bay Greenway can be funded by a variety of sources. The Draft *Fremont Pedestrian Plan* and the Draft *Union Pacific Railroad Corridor Trail Feasibility Study* outline a number of programs available to fund trail implementation. The following list of funding sources comes from those studies.

### federal funding programs

The primary federal source of surface transportation funding is the Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU), which authorizes federal surface transportation (including bicycle and pedestrian facilities) programs until 2009. Funding is administered through the state (The California Transportation Commission) and regional governments such as the Metropolitan Transportation Commission. A total of \$5 million was allocated to California in 2006, with annual program allocations growing steadily over the past five years.

In the past, most funding programs emphasized transportation rather than recreation, with priority for reducing auto trips and creating inter-modal connections. Funding criteria usually includes adoption of a bicycle master plan, identification of the costs and benefits of the system (including saved vehicle trips, reduced air pollution), support by the local agency and community, CEQA/NEPA compliance, right-of-way access, and commitment of local resources. SAFETEA-LU program funds can be used for both land acquisition and trail design and construction.

Two programs included in the SAFETA-LU legislation are the STP (Surface Transportation Program) and CMAQ (Congestion Management and Air Quality Improvements). Other programs include the National Recreational Trails Fund, Section 402 (Safety) funds, Scenic Byways funds, and Federal Lands Highway funds. A match is required of non-federal transportation funds of 11.5%. These are federal funds and therefore federal rules must be followed in the environmental document preparation, the project design process, right-of-way acquisition procedures, and bid-package preparation and bidding for construction.

A specific funding program under SAFETEA-LU that may apply to a UPRR trail is Category 8 funding (part of bicycle and pedestrian planning) for

preservation of abandoned railway corridors (including their conversion or use for pedestrian or bicycle trails). Federal funds also supply the state-administered Recreational Trails Program (\$370 million nationally through 2009 for non-motorized trail projects) and Caltrans's administered Safe Routes to School Program (\$612 million nationally through 2009).

### Other potentially applicable federal programs include:

#### Rivers, Trails and Conservation Assistance Program

The National Park Service's Rivers, Trails and Conservation Assistance program (RTCA) provides planning and technical support for local recreation and conservation planning. The program does not provide grant funding, but it can provide facilitation and planning assistance.

#### Community Development Block Grants

Administered by the Department of Housing and Urban Development, the CDBG program provides communities with resources to address a wide range of unique community-development needs. The state also administers CDBG, with funds available for acquisition of property for public purposes, construction or reconstruction of streets, recreation facilities, and other public works; demolition; and other public benefit projects.

#### Environmental Education Grants (EPA)

These grants are intended for environmental education projects that enhance the public's ability to make informed decisions that affect environmental quality. Most grants are for less than \$15,000, out of an average annual funding of \$2 to \$3 million.

### funding programs administered by the State of California

State funding programs include disbursement of federal allocations (such as the Recreational Trails Program), or funds authorized by the state Legislature to fund trails. Trails can be implemented as stand-alone projects, or combined with other projects to increase grant success, such as creek restoration, habitat and water-quality improvement, or environmental education. With most state-administered funding, documentation of environmental review is typically required as part of the grant application.



### Recreational Trails Program

The Recreational Trails Program is administered by the California Department of Parks and Recreation, which receives federal funding to develop and maintain recreational trails and trail-related facilities, such as hiking, equestrian, bicycling, skating, and other uses. Funds may be used for maintenance of existing trails, trail restoration, links, trail maintenance equipment, environmental education programs, and easement acquisition. The program requires a 12% local agency match.

### Land and Water Conservation Fund Program (LWCF)

The LWCF Program provides matching grants for acquisition, development, operation, and maintenance of lands and facilities that provide for public outdoor recreation. Local units of government, including cities, counties, and districts that are authorized to acquire, develop, operate and maintain park and recreation areas, are eligible to apply. In 2006, approximately \$480,000 was available for projects in Northern California.

### Non-Motorized Trails Grant Program

This program is also administered by State Parks. This competitive grant program funds the development, improvement, rehabilitation, restoration, and enhancement of non-motorized trails and associated interpretive facilities for the purpose of increasing public access to, and enjoyment of, public areas for increased recreational opportunities. Eligible applicants include cities, counties, eligible districts, and eligible local agencies (park districts) formed for park purposes, and federally recognized California Indian tribes.

### Caltrans Programs

Caltrans Office of Local Programs administers federal programs that can be used for trails-related projects. This includes:

1. **Bicycle Transportation-Account**, which provides grant funding to local jurisdictions for bicycle related projects, with an emphasis on bicycling for commuting. The local match must be a minimum of 10% of the total project cost.
2. **State Transportation Improvement Fund (STIP)**, a multi-year capital improvement program of transportation projects funded with revenues from the State Highway Account and other sources. STIP programming generally occurs every two years. Caltrans and the regional planning agencies prepare transportation improvement plans for fund allocations.

3. **Safe Routes to School** (extended to 2009), which provides funding for projects that construct facilities to enhance the safety for pedestrians and bicyclists. Enhancing the safety of the pathways, trails, sidewalks, and crossings increases the likelihood of attracting and encouraging additional students to walk and bike. Funding could be utilized for trail improvements near Vallejo Mill and Grimmer Schools.
4. **Partnership, Statewide, and Transit Planning**, which provides grants for improvements to the state or regional transportation system. This could conceivably be used for trail segments and connections to BART facilities or planned regional rail improvements.
5. **Environmental Justice Planning Grants**, which are available to fund planning activities in low-income and minority communities, and could be considered for some segments of the trail.
6. **Community-Based Transportation Planning grants**, which focus on integrated land use and transportation planning, including alternative transportation methods. Pedestrian and bicycle trails to link neighborhoods and transit centers would be applicable, such as trail segments in the Irvington area that could link to the planned BART station.

### Recent Bond Acts

Proposition 84, the Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 was approved in November 2006. This Safe Drinking Water Bond will provide approximately \$400 million for parks and trails. The application and selection procedure is still being formalized. A key component of project funding will be community involvement.

### Local Grant Programs

The State Department of Parks and Recreation funds local programs from miscellaneous sources, such as the General Fund, Environmental License Plate Fund, and River Protection. Some trail funding could be considered from this source.

### Non-Motorized Trails Grant Program

This program is also administered by State Parks. This competitive grant program funds the development, improvement, rehabilitation, restoration, and enhancement of non-motorized trails and associated interpretive facilities for the purpose of increasing public access to, and enjoyment of, public areas for increased recreational opportunities. Eligible applicants include cities, counties, eligible districts, and eligible

local agencies (park districts) formed for park purposes, and federally recognized California Indian tribes.

#### **State Coastal Conservancy**

The San Francisco Bay Area Conservancy Program (Bay Program), administered by the Coastal Conservancy, was established to address the natural resource and recreational goals of the Bay Area. The Conservancy has generously funded the East Bay Greenway Concept Plan. The Conservancy may award grants to help achieve the following Bay Program goals:

1. Protect, restore, and enhance natural habitats and other open-space resources of regional significance throughout the nine-county area.
2. Improve public access and related facilities to and around the Bay, its surrounding hills, and the coast, through completion of bay, coast, and ridge trails that are part of a regional trail system.
3. Promote projects that provide open space that is accessible to urban populations for recreational and educational purposes.

The Environmental Enhancement and Mitigation Program (EEMP) was established by the Legislature in 1989. It generally offers a total of \$10 million each year for grants to local, state, and federal governmental agencies and to non-profit organizations for projects to mitigate the environmental impacts caused by new or modified state transportation facilities. State gasoline tax monies fund the EEMP. Grants are awarded in three categories:

1. Highway Landscape and Urban Forestry. Projects designed to improve air quality through the planting of trees and other suitable plants.
2. Resource Lands. Projects for the acquisition, restoration, or enhancement of watersheds, wildlife habitat, wetlands, forests, or other natural areas.
3. Roadside Recreational. Projects for the acquisition and/or development of roadside recreational opportunities.

It is conceivable that some funding could be available associated with state highway projects in this area.

#### **Metropolitan Transportation Commission**

MTC established the Transportation for Livable Cities program in 1998 to provide incentives for pedestrian- and transit-oriented developments,

streetscape improvements, and other projects that strengthen the link between transportation, land use, and community goals.

#### **Transportation Funds for Clean Air Program (TFCA)**

The Bay Area Air Quality Management Districts (BAAQMD) provides funding for projects consistent with BAAQMD's Clean Air Plan. Projects must demonstrate that they result in air-quality benefits. Funds are generated by automobile registration fees, with approximately \$20 million collected annually. These funds are distributed to either a regional competitive fund (60%) or to a Program Manager Fund (40%).

#### **California Center for Physical Activity Grant Program**

The California Center for Physical Activity offers small grants of less than \$5,000 to public health departments for projects related to walking.

#### **Regional Bicycle and Pedestrian Program (RBPP)**

The RBPP program has committed \$200 million dollars towards funding significant bicycle and pedestrian projects, particularly those that serve schools or transit, and is managed through the Alameda County Congestion Management Agency (CMA).

#### **Habitat Conservation Fund**

Administered by the California Department of Parks and Recreation, this grant funds habitat acquisition projects, enhancement projects, and programs that provide for the interpretation of the state's park and wildlife resources or programs that bring urban residents into park and wildlife areas or provide opportunities for urban residents to use park and wildlife areas, or programs that include nature interpretation programs designed to increase the peoples' awareness of and appreciation for park and wildlife resources. This fund could be utilized for trails, parks, and restoration enhancement of the central park area or enhancement and restoration of flood-control channels in cooperation with ACFCWCD.

#### **California Conservation Corps (CCC)**

Local, state, and federal agencies as well as non-profit organizations may contract with the CCC. The CCC does not provide funding, but it is a low-cost source of labor. Some grants require the inclusion of CCC labor as a project component.

## local and regional funding programs

Local funding for trail projects may include a commitment of funds from local capital improvement programs (CIPs). These are funds set aside by a local city or county to support specific earmarked projects. CIPs are sometimes used to meet the local share or match requirement of larger competitive grants and can be combined in partnerships with local non-profits, and with developer fees and other funding. Due to budgetary constraints, capital-improvement funding is often committed to major infrastructure and deferred-maintenance needs.

### **Measure B Bicycle and Pedestrian Funding (ACTIA)**

Measure B was an Alameda County (and incorporated cities) proposition on the November 2000 ballot that was devoted to transportation-improvement funding, including expanding BART, the Altamont Commuter Express, and local and feeder bus service in Alameda County. It also would fund improvement programs for pedestrian and bicycle safety. The measure passed with 81.4% voting yes. Measure B devotes \$80 million over a 20-year period to bicycle and pedestrian improvements, largely collected through a half-cent sales tax devoted to transportation projects and programs. This funding is distributed through two systems: 1) a “pass through” funding system, by which 75% of Measure B funding is distributed to Alameda County cities and county unincorporated areas, and 2) competitive grants, by which the remaining 25% is available for capital projects, programs, and plans of countywide significance.

### **Proposed Measure “AA” for East Bay Regional Park District**

On the ballot in November 2008 will be the renewal of East Bay Regional Park District’s “AA” bond funding. If it passes by a majority of the electorate in most of Alameda and Contra Costa Counties, \$400,000 will be allocated to begin implementation of the East Bay Greenway.

### **TDA Article III (SB 821)**

Transportation Development Act (TDA) Article III funds are state block grants that are awarded annually to local jurisdictions for construction and engineering of bicycle and pedestrian projects in California. Based on local population, these funds are generated from the state sales tax and are distributed through the Alameda County Congestion Management Agency. In 2006/07, \$1.4 million of TDA Article III funds were allocated to Alameda County.

### **Developer Fees**

The Quimby Act (Section 66477 California Planning, Development and Zoning Laws) allows a city to collect fees from developers as part of residential project development in lieu of development of park lands or recreational facilities. Impact fees can also be assessed as part of a development project, but establishing a nexus for trail implementation may be difficult.

### **Mello-Roos Community Facilities Act**

Bike paths and bike lanes can be funded as part of a local assessment or benefit district, but defining the boundaries of the benefit area may be problematic.

### **Bay Area Ridge and Bay Trails**

The Bay Area Ridge Trail Council was formed in 1987 to preserve open space by creating managed public access to a trail along the ridge tops around the Bay Area, envisioning a 500-mile connected trail. The Bay Trail is half completed around the San Francisco Bay and is administered by a non-profit housed in the Association of Bay Area Governments. These groups receive funding and award monies in partnership with the California Coastal Conservancy and other funding sources. It is possible that funding for local trail connections between the Greenway and the Ridge and Bay Trails could be funded from these programs.

### **Bikes Belong Coalition, Ltd. Grants Program**

This private organization gives grants of up to \$10,000 for projects in two categories: facilities and advocacy. For the facility category, Bikes Belong will accept applications from public agencies and departments at the national, state, regional, and local levels. For the advocacy category, Bikes Belong will fund organizations whose mission is expressly related to bicycle advocacy. Trail funding from this source might be possible if a local constituency partnered with the city for advocacy (e.g., a newly formed “Friends of the East Bay Greenway”).

### **Redevelopment Funding**

Under California Redevelopment law and regulations, the Greenway is eligible for funding through tax-increment financing because it is located in several redevelopment areas. Streetscape improvements are often part of larger redevelopment projects.



## Construction Organization Structure

The last implementation step, after completing the construction documents and raising the construction funds, is building the pathway. But in order to get to this final step, an organizational structure is required to move the project forward through environmental review, land use negotiations, fundraising, and construction permits. The following is an evaluation of some of the more common alternatives.

### Memorandum of Understanding (MOU)

An MOU is a common multi-party legal agreement that expresses a convergence of will between the parties and indicates an intended common line of action. Given the number of jurisdictions and agencies involved in the Greenway project, this would be a necessary step regardless of any specific governance or implementation structure.

### City-by-City Governance and Implementation

In the first section of this plan we introduced the Ohlone Greenway as the genesis for the East Bay Greenway; in that model, each city through which the Ohlone Greenway runs (Berkeley, Albany, and El Cerrito) is responsible for its portion of the trail. This decentralized approach gives flexibility to individual cities, allowing for easier adherence to city-specific priorities. This format may also allow for some agility in decision-making processes, reducing the potential difficulties of regularly coordinating several agencies.

The potential limitation of this approach is that it could lead to gaps in the construction or maintenance of the Greenway, as cities' abilities to allocate funds and overall priorities for the Greenway may vary.

### Joint Powers Authority

An organization that is formed with the purpose of pooling resources and sharing authority, a Joint Powers Authority (JPA) can enter into contracts; employ people; acquire, construct, and maintain buildings, improvements, and public works; and issue revenue bonds. Member agencies can also agree to exchange services. *(See text box for details)*

California Government Code Section 6500, et seq., provides that two or more public agencies may, by agreement, exercise any power common to the contracting parties. California Government Code Sections 990 and 990.4 provide that a local entity may self-insure, purchase insurance through an authorized insurer, purchase insurance through a surplus line broker, or any combination thereof. California Government Code Section 990.8 provides that two or more local public entities, by a joint powers agreement, may provide insurance for any authorized purpose by any one or more of the methods specified in Section 990.4.

A Joint Powers Authority could be created to do the environmental review of the Greenway, or one of the jurisdictions could serve as lead agency with the other jurisdictions acting as responsible agencies. The JPA could be created solely for the environmental review, it could remain intact for the construction, or it could even continue as the main organizing body for the maintenance of the project.

### A Regional Agency: The Preferred Route

Regional agencies such as the Alameda Congestion Management Agency (ACMA), Alameda County, BART, East Bay Regional Parks, and the Alameda County Transportation Improvement Authority (ACTIA) work with local agencies to implement inter-jurisdictional projects that have a regional impact. Each of these agencies has a different purpose and objective, but the East Bay Greenway, as a transit and recreation facility, fits into many of their missions. Because these agencies were created to work regionally and the East Bay Greenway is a project with regional impact, the simplest organizational structure would be for a regional agency to lead the Greenway project, at least through the initial construction phases. This avoids creating a new legal authority like the JPA and ensures that the Greenway will be implemented evenly across all jurisdictions.

### Local Examples of Joint Powers Authorities

#### San Francisco Transbay Terminal:

The Transbay Joint Powers Authority is composed of five directors representing the Mayor's Office, the San Francisco Board of Supervisors, AC Transit, MUNI, and the Peninsula Joint Powers Board (Caltrain).

#### Gilman Street Sports Fields:

A new regional sports field complex who located just south of Golden Gate Fields race track and west of I/80 and West Frontage Road in Berkeley. The project is being developed through a Joint Powers Agreement (JPA) involving the cities of Berkeley, Albany, El Cerrito, Emeryville, and Richmond. The City of Berkeley is the lead agency for developing the project and city staff has been working with stakeholder groups including representatives from each of the JPA cities, as well as the East Bay Regional Parks District, the California Department of Parks and Recreation, the Association of Sports Field Users (ASFU), Citizens for Eastshore State Park (CESP), the Sierra Club, and the Audubon Society.



Designing and constructing the Greenway will be a significant challenge, but what happens next is perhaps an even greater challenge: ensuring that the Greenway remains a safe and attractive place. Community residents are all too familiar with improvement projects that open with ceremony but slide into disrepair and disuse through lack of proper care. In community meetings the question came up time and time again: How can we keep the Greenway a safe and beautiful place?

The answer is two-fold: good initial design in combination with effective maintenance, programming, and stewardship. Before anything gets built, there must be an approved maintenance plan and a funding structure for on-going maintenance costs.



## stewardship

## Maintenance Planning

A thorough Greenway maintenance plan is crucial to determining an accurate cost estimate, understanding the long-term commitment associated with its construction, and guaranteeing its ongoing safety and success. Maintenance planning includes considerations for routine maintenance, remedial maintenance, human resource management, and safety. The following list, adapted from the American Trails *Maintenance Checklist for Greenways and Urban Trails*, is a useful starting point for creating a maintenance plan.

### Typical Greenway Maintenance Tasks

Routine Maintenance	Remedial Maintenance	Human Resources and Planning Maintenance
<p>The day-to-day regimen of litter and weed removal, sign replacement, other regularly scheduled activities such as fixing cracks and potholes</p> <ol style="list-style-type: none"> <li><b>1. Trails inspection</b> Occurs on a regularly scheduled basis. All trail inspections are to be documented .</li> <li><b>2. Trail sweeping</b> Ensures trail user safety. Performed on a regular schedule by machine or hand.</li> <li><b>3. Trash removal</b> Includes removing ground debris and emptying trash containers. Takes place on a regularly scheduled basis.</li> <li><b>4. Tree and shrub pruning</b> For the safety of trail users. On a scheduled and as-needed basis, the frequency of which will be fairly low.</li> <li><b>5. Mowing of vegetation</b> Only where mowing is not performed by other agencies or park districts.</li> <li><b>6. Scheduling maintenance tasks</b> Inspections, maintenance, and repair of trail-related concerns will be regularly scheduled.</li> </ol>	<p>The correcting of significant defects from minor repairs such as repainting (5-to-10-year cycle) to major repairs such as repaving the trail surface (20+-year cycle)</p> <ol style="list-style-type: none"> <li><b>1. Trail repair</b> Repair of asphalt or concrete trails will be closely tied to the inspectionschedule. Prioritization of repairs is part of the process.</li> <li><b>2. Trail replacement</b></li> <li><b>3. Weed control</b> Weed control along trails will be limited to areas in which certain weeds create a hazard to users. Environmentally safe weed removal methods should be used, especially along waterways.</li> <li><b>4. Trail edging</b> Maintains trail width, and improves drainage. Problem areas include trail edges where berms tend to build up, and where uphill slopes erode onto the trails. Removal of this material will allow proper draining of the trail surface, allow the flowing action of the water to clean the trail, and limit standing water on trail surfaces.</li> <li><b>5. Revegetation</b> Areas adjacent to trails that have been disturbed for any reason should be revegetated to minimize erosion.</li> <li><b>6. Habitat enhancement and control</b> Achieved by planting vegetation along trails, mainly trees and shrubs. Improves the aesthetics of the trail, helps prevent erosion, and provides for wildlife habitat. Habitat control involves mitigation of damage caused by wildlife.</li> <li><b>7. Graffiti control</b> The key to graffiti control is prompt observation and removal. During scheduled trail inspections any graffiti should be noted and the graffiti removal crew promptly notified.</li> <li><b>8. Mapping</b> Several well-designed and attractive maps are available for trail users at numerous locations. From a maintenance standpoint, an accurate, detailed map of the trail system is important for internal park use.</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Coordination with other agencies</b> A clear understanding of maintenance responsibilities needs to be established to avoid duplicating efforts or missing maintenance on sections of the Greenway.</li> <li><b>2. Greenway program budget development</b> A detailed budget should be created for Greenway maintenance and revised on an annual basis.</li> <li><b>3. Volunteer coordination</b> The use of volunteers can help increase public awareness of the Greenway, and provide a good source of labor. Sources of volunteers include school groups, church groups, service organizations, trail users, or court workers. Understanding volunteers' concerns is important, as are possible incentives or recognition of work performed. The adopt-a-mile recommendation in the funding section could serve volunteer coordination functions.</li> <li><b>4. Law enforcement</b> Law enforcement agencies should be aware of the different Greenway segments and the types and levels of use they receive. Sections of Greenway corridors that are used by transients is an ongoing problem that is not easily solved.</li> <li><b>5. Proper training of employees</b> All new employees should be thoroughly trained to understand and be aware of all of the above-mentioned aspects of Greenway maintenance. Safety, a good work ethic, and proper care of equipment and tools will always be the backbone of a good training program. Employees must also be aware of the need for positive public contact.</li> <li><b>6. Records</b> Accurate logs should be kept on items such as daily activities, hazards found and action taken, maintenance needed and performed, etc. Records can also include surveys of the types and frequency of use of certain Greenway sections. This information can be used to prioritize Greenway management needs.</li> </ol>

## safety planning

Ensuring the safety of Greenway users is probably the most important stewardship concern. The Greenway design itself is crucial to the safety and well-being of Greenway users, but equally important is long-term planning for the regular safety practices and procedures.

Following are some safety measures to establish prior to opening the Greenway to public use:

### 1. Regular Safety Inspections

Includes the scheduling and documentation of inspections; the condition of railings, bridges, and trail surfaces; proper and adequate signage; removal of debris; and coordination with other agencies associated with trail maintenance.

Should implement a safety program that includes systematic risk management assessment.

### 2. Emergency Response Protocol

Implement an emergency response protocol with law enforcement, EMS agencies, and fire and rescue department that includes mapping of trail and open space access points, design of trails and access roads (to accommodate up to 6.5 tons), an "address/location positioning system" such as mile markers to identify locations and, where appropriate, 911 emergency phones in remote areas.

Implement a data base management system with law enforcement and fire/rescue to track specific locations and circumstances of all accidents, reported incidents, and crime, and create a safety follow-up task force to address any problems that develop.

### 3. Safety Awareness on the Greenway

Promote user courtesy and trail protocol, and post and enforce safe user behavior and bicycle speed limits.

### 4. Safety Hotline

Have a user feedback plan and problem hotline. Develop a procedure for timely and effective response.

### 5. Patrolling

Assure adequate police (voluntary and paid surveillance of the Greenway).



*Iron Horse Trail, between the cities of Concord and Dublin, follows the old Southern Pacific Railroad right-of-way*

## Stewardship Organization Structure

“Who will maintain the Greenway?” was a common question voiced in community meetings. The options for maintenance responsibility are similar to the options for construction of the Greenway, which was explained in the Implementation section. Maintenance could be provided by a regional agency, like the East Bay Regional Park District. However most regional agencies do not include trail maintenance in their typical responsibilities. A Joint Powers Agency could be formed to oversee the maintenance, or maintenance responsibilities could be assigned to each city. Again, having each city maintain its portion of the Greenway could result in uneven distribution of resources and gaps in service.

A fourth option is to have a non-profit Greenway organization that can raise funding, coordinate volunteer efforts, and conduct outreach for the Greenway. Although this option is attractive, it is unlikely that sufficient private funds can be raised on an on-going basis to fund a non-profit dedicated solely to the Greenway.

Our “preferred route” for on-going maintenance and stewardship would be to form a JPA to oversee the entire route. This would ensure adequate and equitable maintenance for the entire length of the Greenway.

## Maintenance Funding

### Estimates for Maintenance Costs

Funding for maintenance is one of most crucial aspects of planning a successful greenway. Maintenance cost estimates for the East Bay Greenway vary widely depending on how maintenance is approached. Whether the Greenway is maintained by paid park employees, contractors, volunteers, or a combination of these efforts will greatly influence payroll costs. Access to maintenance equipment is another cost factor. The overall maintenance plan will be determined only after an organizational structure for the stewardship of the Greenway is determined.

### Maintenance Cost Estimates for Similar Greenways

#### City of Albany Parks and Recreation Department: Ohlone Greenway

Estimated maintenance costs:

One (1) full-time personnel year per trail mile.

#### City of Oakland

Urban trail systems estimate on a per-mile/per year basis:

Overall average cost/mile/year: \$8,000

#### East Bay Regional Parks Department

Greenway trails estimate on a per-mile/per year basis:

Overall average cost/mile/year: \$25,000

#### The Regional Plan Association of New York, New Jersey, and Connecticut

Urban parks estimate on a per acre/per year basis:

- Non-recurring maintenance costs: Major repairs and replacement of items with extended lifetimes (benches, drinking fountains, lighting, pavement, and railings). Average cost/acre/year: \$15,000
- Recurring maintenance costs: Upkeep repair and replacement of non-capital items and everyday operations (cleaning, landscaping, horticulture, non-managerial operations, utilities, and insurance). Average cost/acre/year: \$55,000
- Administrative costs: Expenditures applied to management and administration of the parks (salaries of park managers, and associated administrative supplies). Average cost/acre/year: \$34,000
- Security costs: Protection of the park and its users. Range from “free” services of the city police to specially assigned parks police to paid private security officers. Average cost/acre/year: \$18,000

### Funding Sources for Maintenance

As stated above, a clear plan for on-going funding for maintenance is essential to the success of the Greenway. Many of the following opportunities can be used for construction and/or maintenance of the Greenway, and some could be used in combination with one another.

#### Special Assessments

A Special Assessment or Special Benefit Assessment is a financial charge levied on parcels of land or businesses, based on the special benefit received from the service or capital improvement. Many of these have already been used or are being discussed in California. They are created by a simple majority vote of property owners, and the assessment is involuntary.

- Landscape and Lighting Districts: Can fund the installation and annual maintenance of landscaping, public lighting, sidewalks, curbs, and gutters; and park or recreational improvements.
- Benefit Assessment Districts: Can fund the maintenance and operation costs of drainage, flood control, street lighting, and street maintenance.
- Open Space Maintenance Districts: Can fund the costs of improving and maintaining open space areas, including improving and protecting open spaces; planting and maintaining trees and vegetation; removal of aggressive and noxious plants; regulation as necessary for prevention.
- Property and Business Improvement or Community Benefit Districts: Can fund improvement items, including parking facilities; benches, kiosks, shelters, and signs; public restrooms, decorations, parks, and fountains; and street, sidewalk, and plaza improvements. Additionally, activities such as the following may be funded: promotion of public events and tourism; furnishing of music; security; graffiti removal and other cleaning services; and other services that benefit businesses and real property. This mechanism has been used in many places in the Bay Area.

#### Special Taxes

A Special Tax is a financial charge that is calculated via a specific formula and is levied annually on property for a defined period of years. A specific benefit criteria is not required, but it must be ratified by a two-thirds vote, and the tax is involuntary.

Communities Facilities or Mello-Roos Districts can fund certain public services on an annual basis as well as large infrastructure capital needs on a long-term basis. Services that may be funded include police protection services; fire protection and suppression services; park, parkways, and open space maintenance; flood and storm protection services; and park or



recreational improvements. Capital projects with a useful life of at least five years that may be funded include park, recreation, and open space facilities; school facilities; libraries; child-care facilities; and infrastructure needs. This mechanism has been used widely in California.

### **Percent for the Greenway or Percent for Parks**

The creation of the Greenway could coincide with a Percent for Greenway or Percent for Parks program, building on similar successful models such as Percent for Arts programs that allocate a percentage of municipal capital costs for commissioning public artwork.

- Twenty-seven states have Percent for Art legislation, which guides the inclusion of works of art in new public construction. In addition to statewide programs, more than 130 active public art programs are managed by counties, cities, boroughs, transportation authorities, redevelopment authorities, and private non-profit agencies.
- In 1989 the City of Oakland adopted a Public Art Ordinance and an Oakland Redevelopment Agency resolution for a Percent for Art Ordinance plan authorizing the allocation of 1.5% of municipal capital improvement project costs for commissioning public artwork. Eligible capital improvement projects include those for the City of Oakland, the Oakland Redevelopment Agency, and eligible grant revenue. These monies are set aside in the Public Art Program Fund. At a minimum, funding from Oakland's Percent for Art Program could fund public art projects on its portion of the Greenway.

### **Funds Tied to New Development**

A mechanism providing for dedicated revenue from new commercial buildings or large residential units could aid not only in the initial construction phase of the Greenway, but also in ensuring long-term budgeting for maintenance. The Brooklyn Waterfront Greenway Project in New York intends to incorporate greenway development into other capital projects along the route. Using this transfer of project costs mechanism for the East Bay Greenway would mean that the cost of developing each section of the Greenway would be covered by these other projects. A similar solution is described in the Chapel Hill Greenways Master Plan in North Carolina where the town has required developers to provide trails within some large planned developments. Construction costs would therefore be covered by the private developers.

### **Adopt-a-Mile Programs**

An Adopt-a-Mile program is a way for businesses, community groups, and individuals to provide financial and/or volunteer support for the development and maintenance of the Greenway. Adopt-a-Mile programs can take different forms, depending on their goals. See side box for two examples of adoption programs.

New York City's Adopt-a-Park Program allows participants to provide financial support for the park of their choice. Pricing varies depending on the type of adoption:

- Park Bench: \$2,500 to \$7,000
- Basketball Court: \$10,000 and above annually
- Playground: \$15,000 and above annually

Minneapolis's Midtown Greenway Coalition takes a slightly different approach:

- Adopters each adopt one four-block-long segment of the Greenway.
- This four-block-long segment is also adopted by three other organizations, so four adopting organizations are responsible for the same area, which makes everyone's task easier, may create some teamwork and new alliances, and minimizes the number of recognition signs needed in the corridor.
- Responsibilities include helping keep the corridor free of litter, accomplished by three clean-up events per year, and then a menu of optional additional tasks such as enhancing the corridor with plantings and/or public art (approved on a case-by-case basis by the County as owner of the corridor) or conducting special events like an annual meeting or picnic in the corridor.
- Participation fees covering a two-year adoption period are \$25 for non-profit organizations, \$50 for small businesses, and a minimum of \$500 for major corporations.

# programming

Programming active and positive use of the Greenway is key to its security and continued use. More people using the Greenway will make the path appear friendlier and more welcoming and will discourage misuse.

Ultimately, the Greenway should serve the people who live along the 12-mile corridor, and many groups and organizations could become involved with the programming of the Greenway. Working with these organizations through the design and programming can help ensure that the Greenway serves a true community need. Site-specific recommendations are included in Chapter 4. The *Alameda Countywide Strategic Pedestrian Plan* contains a comprehensive list of Programs and Advocacy to Encourage Walking (pp. 40-43) that should be consulted when further developing the programming for the Greenway.

## Potential Partner Organizations for Greenway Programming

### East Bay Bike Coalition and Cycles for Change

One of the prime stakeholders for the Greenway are bicyclists, and it would be natural to partner with the East Bay's lead bicycle advocacy groups to program the Greenway, especially because of the level of programming and organization that they already oversee. We envision that trainings, workshops, races, bike-repair, information kiosks, signage, bike racks, and other partnered projects would play a major role in Greenway programming, and these projects would also activate many different places along the Greenway at different times of day.

### Farmers' Markets

Farmers' Markets are a positive, activating use of public space, and access to fresh and healthy food is extremely limited in the areas along the Greenway route. See Appendix E for a list of farmers' markets along the Greenway.

### Public Art Competitions, Installations, Artists Cooperatives, and Cultural Centers

Many opportunities and spaces for public art exist along the Greenway. Competitions or installations should include the artist groups with studios along the corridor.

### Community Gardens

Gardening could also be a great use of neglected space on the Greenway. Existing community cultural groups or neighborhood groups could be involved in the creation of these gardens.

### Schools

Several elementary, middle, and high school campuses are within walking distance of the Greenway, and creating safe paths and recreation opportunities for these schools and their students is a natural Greenway opportunity. There are also opportunities to incorporate art, science, and recreational projects for school children into the Greenway. Informal jogging as well as track practice could become an important Greenway activity.

### Senior Centers/Residences

There are a number of resources for senior citizens, as well as several naturally occurring retirement communities along the Greenway route. Creating scheduled group walks for seniors could be a fun way to promote the Greenway, health, and sociability.

### Houses of Worship

In many sections of the Greenway route, houses of worship play a key community role and can be partners in creating regular Greenway programming for the congregations.

### Community-Based and Youth Organizations

Urban Ecology has worked with community-based organizations, including East Bay Asian Youth Coalition (EBAYC) and the Unity Council, on projects and programs involving youth. Strong local community-based organizations could provide assistance and programming for the site.

### Neighborhood Associations and Neighborhood Crime Prevention Councils (NCPs)

Much of the community workshop process was accomplished by partnering with existing neighborhood and safety groups that have a vested interest in stewardship and positive programming along the Greenway. They should continue to be consulted on the effectiveness of crime-prevention techniques on the Greenway.

### Environmental and Creek Restoration Groups, and Local Garden Clubs

The Greenway crosses a number of creeks that are associated with existing restoration groups and other organizations that would be good partners for increasing environmental awareness on different parts of the Greenway.

### Public Health, Hospitals Systems, and Health Clinics

We would like to work with large hospital groups that serve Alameda County, including Kaiser, Sutter Health, and Children's Hospital, as well community health services and the Alameda County Public Health Department, to create recreational and exercise programming.

### Greenway-wide Programming

Themed tour maps, guided tours, and special events along the Greenway could help promote the use of the pathway. Connecting the Greenway to the festivals already happening along the corridor, such as San Leandro's Cherry Festival and Fruitvale's Dia de los Muertos, is another potential for programming. See the appendix for a list of festivals in the communities along the Greenway.

## A Greenway Rangers Program

Regular patrolling is essential to ensure the safety of the Greenway as well as create a sense of security for its users. It is expected that city police will play a role in patrolling the Greenway, and BART police may also be of assistance near stations. However, in the absence of a continuous police presence, creating a Greenway-specific program that furthers safety is essential.

The challenges of on-going maintenance and safety along the Greenway can be addressed by an innovative program, the Greenway Rangers. The Greenway Rangers would be a para-professional group that could be tied to community job training, workforce development, and youth-employment programs.

Greenway Rangers could act as the eyes and ears of the Greenway. Similar programs have been successful in the parks and recreation departments of New York City, Houston, and Baltimore. In such programs, the rangers monitor the greenway or park on foot and by bicycle, and work closely with the appropriate city police department to monitor park security, deter vandalism, and ensure overall park security.

Rangers can also serve as uniformed goodwill ambassadors to the Greenway and encourage its appreciation and proper use. Some rangers may have special training in fields such as biology and archeology. As an on-going presence, rangers would cultivate a human relationship between the community and the Greenway and thus would act as liaisons between the community and the Greenway administration. Rangers would receive neighborhood orientations as part of their training to gain a better understanding of the surrounding communities.

In Urban Ecology's vision, Greenway Rangers would be the human face of the Greenway. Formally trained, they would professionally and creatively combine many duties, including monitoring the Greenway on daily patrols, coordinating recreational programs, and leading educational tours. As members of the community and familiar faces on the Greenway, they would be the first port of call for user queries and suggestions. They would be local experts with knowledge of the amenities, the history, and the ecology of their area and would serve as a valuable source of information for Greenway users. They would be prepared to discourage improper use of the Greenway and respond to damage. In the case of criminal activity, their role would be to report the issue to the authorities and to monitor the response. Rangers are already used in parks and greenways across America.

In addition, a Greenway-wide Ranger program could provide structure and connection between the different local groups involved in programming along the route of the Greenway.

### how the greenway rangers program would work

The program could be managed by a regional agency, by a JPA, by a non-profit, or through individual city park and recreation programs. Because the Greenway crosses many jurisdiction boundary lines, a Greenway-wide program managed regionally would be the most effective and best-funded approach.

The potential for the program to be a community-oriented employment training opportunity could have far-reaching benefits for local residents and youth. Funding could come from job-training, crime-prevention, and community-development grants as well as from local government sources.

Rangers could work as teams, or individual rangers could be responsible for a particular community or stretch of the Greenway.

#### Potential Ranger Responsibilities:

- Monitoring and daily maintenance (tending vegetation, keeping trails clear, checking signage, picking up litter)
- Reporting damage and vandalism
- Patrolling
- Deterring negative use
  - Working with the police
  - Conducting educational programs to help people get the most out of the Greenway, i.e., pedestrian-safety and bicycle-safety courses, active recreation instruction, nature walks, history walks, and children's activities
- Being there (conducting visible patrols, being a visible presence, answering questions, and assisting Greenway users)

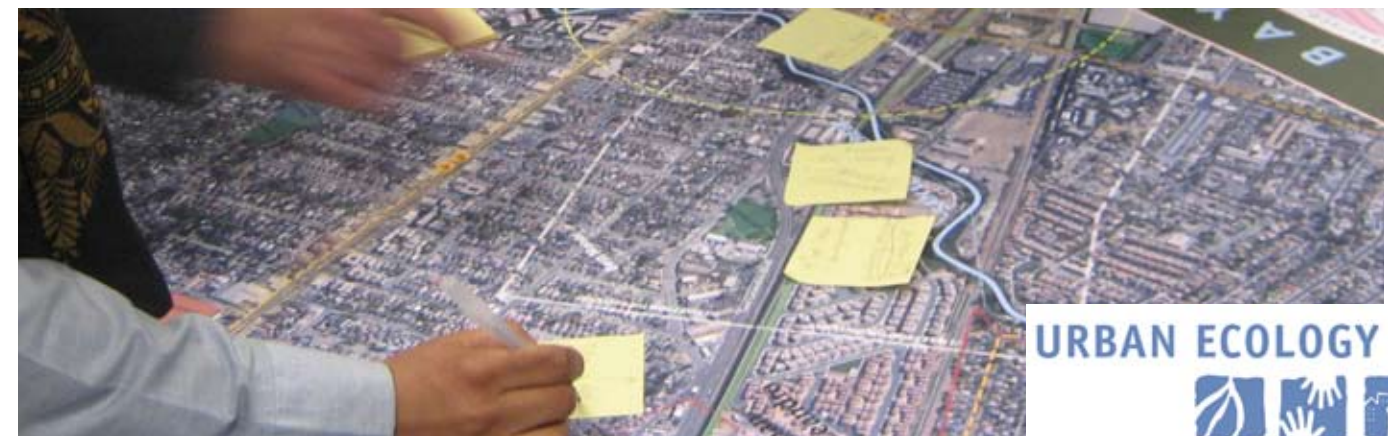
### Comparison of Park Ranger Programs

TYPICAL URBAN PARK RANGER PROGRAMS	EAST BAY GREENWAY RANGERS
<b>DEFINITION OF DUTIES AND RESPONSIBILITIES</b>	
Typically refers to nature ambassadors (programming and conservation or police-like force (patrols and response))	<ul style="list-style-type: none"> <li>• Ranger's duties would be broad</li> <li>• Rangers would not specifically police the Greenway</li> <li>• Educational and recreational programming would not be limited to nature conservation but would also include safety, history, culture, arts, and physical exercise</li> </ul>
<b>RECRUITMENT</b>	
May or may not recruit from within the communities they serve	Would deliberate recruit, train, and otherwise involve local people
<b>ASSOCIATION WITH LAW ENFORCEMENT</b>	
May be directly or indirectly associated with law enforcement	Would be a community-based program, staffed by community members, working with, not for, the police



## conclusion

As a working document, this East Bay Greenway Concept Plan, and all of the research, community engagement, and design that went into it, is only as good as the implementation recommendations that will help push it to construction and completion. We have attempted to outline all of the possibilities and focus on the options that are strongest, individually and in combination, as of the printing of this plan. Even at this point, many variables and different combinations of structure or funding could work in different configurations. Moving forward in this process will bring new opportunities and new challenges that will require new strategies. Urban Ecology is committed to making this Greenway a reality, and to forging the relationships and discussions and on-going work that will make that possible. We hope all interested readers will join us in this effort by providing comments and letters of support to Urban Ecology.



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