

# SCOPE OF WORK

## City of Alameda

### Active Transportation Plan and Vision Zero Action Plan

*Toole Design is pleased to present the following scope of work for the Alameda Active Transportation Plan and Vision Zero Action Plan. Note that the specific work plan and deliverables for each task will be reviewed at the initiation of each task to confirm the goals and desired outcomes. One round of revisions is assumed for each deliverable, based on one set of consolidated comments, unless otherwise noted in this scope of work.*

#### TASK 1

##### PROJECT INITIATION AND PROJECT MANAGEMENT

###### TASK 1.1 PROJECT INITIATION

A successful project begins with a shared understanding of project goals and desired outcomes. The Toole Design Team will convene and facilitate a kickoff meeting with the City of Alameda (City) to review and confirm project vision, goals, objectives, schedule, and budget. During this meeting, Toole Design will clarify the City's project management and administrative expectations for the project. Additionally, Toole Design anticipates discussing available background information and data that will be important to review and synthesize for project success. Following the kickoff meeting, Toole Design will revise and finalize the project work plan and schedule and develop a background information data list request memorandum as necessary.

###### TASK 1.2 ONGOING PROJECT MANAGEMENT

Toole Design's Project Manager will be the primary point of contact and will be responsible for the quality of every deliverable, the project budget, and schedule. The project manager will conduct a regular weekly review of project schedules, costs, and subcontractor performance and will make adjustments accordingly. While the project manager will be available as needed by phone and email, bi-weekly check-in calls will keep all project elements on track.

Following a Notice to Proceed, a Project Management Plan (PMP) will be developed for this project. The PMP, a living document, will outline the interrelationship between the scope of services and the schedule. Project milestones will be documented along with critical path items that must be achieved. The PMP will be monitored and refined throughout the project lifecycle.

Work products will adhere to internal project deadlines to ensure adequate time for quality control (QC). For this project, Toole Design will use its QC process matrix, which identifies the QC responsibilities of the project manager, team members, checker, and Principal-in-Charge for each deliverable. The QC approach can be summed up simply: no report, drawing, or product of any kind leaves the office without a documented review.

###### TASK 1.3 EQUITY FRAMEWORK

Toole will develop and execute a qualitative approach to apply an equity lens to the planning and engagement process, which will include metrics for a post-plan evaluation.

## **TASK 1 DELIVERABLES**

- Kickoff meeting agenda, project schedule, meeting notes
- Finalized Project Management Plan
- Additional information/data request memorandum
- Quality control matrix and assurances
- Updated project schedules (as needed)
- Bi-weekly check-in calls (as needed)
- Monthly progress reports
- Equity framework

## **TASK 2**

### **OUTREACH PLAN AND IMPLEMENTATION**

An Active Transportation Plan that will set Alameda on a path toward significant increases in walking and bicycling must be one that is aspirational yet grounded. Toward that end, it is critical that City staff, stakeholders, and the public are engaged in a manner that allows for their collective voice to be heard. The following outlines an outreach and engagement process that reaches a broad range of community members.

#### **2.1 DEVELOP AND IMPLEMENT OUTREACH PLAN**

The Toole Design Team will develop a comprehensive Outreach Plan that identifies target audiences and tailored engagement strategies to garner valuable input and support for the Plan. The goal is to develop and facilitate meaningful outreach activities that result in engagement with a broad range of people who live, work, play, and do business in Alameda. Toole Design will work with City staff to further refine these ideas and develop an Outreach Plan that identifies the timing, purpose, potential location, and audiences for all engagement efforts.

#### **TASK 2.2 OUTREACH EVENTS**

Toole Design will capitalize on City staff's knowledge of engagement tools and techniques that have worked well in the past. Toole Design will deliver outreach and engagement opportunities that are culturally competent and linguistically appropriate. Translation services for written materials and events will be provided in Chinese and Spanish as needed for outreach events.

##### **Community Workshops**

Community workshops are a central part of the planning process, though generating enthusiasm for and attendance at large scale or long-range planning can be a challenge. The Toole Design Team will work with the City (and other stakeholders the City deems necessary) to determine where and when to hold community workshops that are engaging and meaningful. Toole Design will organize and facilitate three community workshops throughout the planning process.

##### **Walking and Bicycling Audits**

Walking and biking tours provide stakeholders with a window into the planning and design process and help the project team understand community members' daily experience. Locations will include a variety of contexts from business districts, school zones, residential neighborhoods, and other important walking and bicycling sites. Toole Design will work with the City and the Technical Advisory Committee to identify invitees

and locations of walking and bicycling audits. Toole Design will organize and conduct up to eight walking and bicycling audits early in the planning process.

### Focus Groups

Focus groups with business owners, community-based organizations and other key stakeholders can be an effective way of gathering input from often under-represented groups in the planning process, or those who have specific concerns to be discussed. The Toole Design Team will organize and facilitate up to four focus group discussions. Potential groups include the Commission on Disability, Downtown Alameda Business Association, and West Alameda Business Association. Others will be identified through the planning process.

### Pop-Up Events

Creating a fun, engaging pop-up event during community events such as the Alameda Spring Festival, Art and Wine Fair, Alameda Farmers' Market, or others can be an effective way of meeting people where they are at and gathering input from those who might otherwise not attend a public meeting focused on walking and bicycling. They can also be helpful in spreading the word about the project in general, online engagement activities, and future community workshops. The Toole Design Team will develop a package of activities and materials for up to six pop-up events, which will be staffed by the City.

## TASK 2.3 TECHNICAL ADVISORY COMMITTEE

The Toole Design Team and City staff will convene a Technical Advisory Committee (TAC), which will meet up to four times at key intervals of the process to provide insight and technical guidance on key aspects of the project. The TAC will be comprised of community stakeholders such as but not limited to City department staff, school district representatives, advocates, senior/disability representatives, youth, and business association members. In consultation with the City Project Manager, the Toole Design Team will develop meeting agendas, materials, presentations, and facilitate activities and discussions as appropriate.

## TASK 2.4 PROJECT WEB PAGE AND WEB-BASED INTERACTIVE MAPS

The Toole Design Team will supplement conventional, meeting-focused public outreach efforts with a user-friendly online interactive website and mapping tool. The intent of the website will be to provide project information and provide opportunities for people to offer input. It will be important to make sure in-person engagement and online engagement opportunities are similar in nature. Asking the same questions in as similar a manner as possible means that input from analog and digital engagement can be aggregated in a manner that is consistent and helpful in informing policy, program, and design recommendations.

For the mapping component Toole Design will use an online mapping platform used on projects of similar size and scope. Toole Design will create one map of Alameda within its larger Bay Area context. The focus of the map will be asking participants to identify key destinations, gaps in the existing networks, barriers such as challenging intersections, or desired safety/comfort improvements to existing facilities. One goal of the interactive web interface will be to allow users to drop pins and draw routes to help highlight where potential opportunities exist for short trip and cross-town connections to schools or transit. The information received will be integrated into the network analysis and will inform and support the development of the policy, program, and design recommendations.

## TASK 2.5 COMMISSION AND CITY COUNCIL MEETINGS

The Toole Design Team will work with the City Project Manager to develop materials for up to five Transportation Commission meetings and two City Council meetings. Toole Design will be on hand to

shepherd the Plan through the various stages of other commission processes to solicit input and support. Toole Design will craft necessary materials including reports and presentation material necessary for all Commission and Council meetings.

## **TASK 2.6 COMMUNITY INPUT RESULTS (ENGAGEMENT SUMMARY)**

The Toole Design Team will craft a Community Engagement Report and Summary-Level Report as a record of the community engagement process. Throughout the entire planning process Toole Design will maintain records of all community outreach events and activities. By documenting the engagement activities and input along the way, the City will be able to demonstrate how community input directly influenced the Plan's vision, goals, and recommendations.

### **TASK 2 DELIVERABLES**

- Public Outreach Plan, Draft and Final
- Outreach materials for all engagement events (3 community workshops, 8 walking and bicycling audits, 4 focus groups, 6 pop-up events)
- Meeting agendas, materials and presentations for up to 4 TAC meetings
- Up-to-date project website and interactive map
- Presentation materials for all Commission and Council meetings (up to 5 Transportation Commission meetings, 2 City council meetings, presentation materials for additional Commission meetings)
- Engagement Report and Summary-Level Report

## **TASK 3**

### **EVALUATE EXISTING CONDITIONS AND CONDUCT NEEDS ANALYSIS**

#### **TASK 3.1 ORGANIZE EXISTING DATA**

Toole Design will create a data request for the City that covers all information needed for subsequent analysis tasks regarding the existing bike and pedestrian networks, collisions, demographics, land use, and current plans for new development, such as the Alameda Point project. Toole Design has worked with active transportation data from hundreds of communities across the country, and has developed several best practices for jurisdictions' management of these data. Toole Design will review and catalog City data with this in mind, making recommendations regarding structures and formats for useful, easily updateable data going forward.

In this subtask, Toole Design will also consider additional data needs to fully understand the state of walking and biking in Alameda today, and will develop a map style for the project to ensure consistent, comparable, clean maps throughout the course of the ATP.

#### **TASK 3.2 FIELD INVENTORIES AND NEW DATA COLLECTION**

The Toole Design Team will collection additional data in the field to create a full, current, and accurate accounting of the active transportation network. Toole Design will select the appropriate tool (e.g. Fulcrum, an app linked back to its GIS database, paper forms and site maps, or custom mobile online maps) in consultation with City staff at the initiation of this subtask.

Toole Design will review the City's count data collection methods to date and select locations for counting that build upon past efforts and set the City up for an on-going data collection program that efficiently and effectively helps the City understand travel patterns of people walking and biking.

### TASK 3.3 DEMOGRAPHICS PROFILE AND COMMUNITY SURVEY

For this task, the Toole Design team will assemble and analyze data about who is walking and bicycling today and why, and what groups might be underrepresented. The findings will be presented in a graphically rich format that communicates key stories that will inform the planning process.

Toole Design will work with EMC Research to conduct a statistically-significant community survey of Alamedans about their practices and attitudes toward active transportation. The Community Survey will be a quantitative, statistically-reliable survey of Alameda adult residents about bicycling attitudes, behaviors, and facilities. While the final design will be heavily influenced by discussions with the client and consultant team, it is anticipated that the survey will include key questions that allow us to categorize residents into the four cyclist types identified in research from Portland and Portland State University (Strong and Fearless, Enthused and Confident, Interested but Concerned, and No Way No How), questions around current cycling behaviors, reactions to images of various types of cycling facilities, and a set of demographic questions.

The survey will be mail-based and will drive respondents to a website where they will be able to complete the survey. This method allows for a sample frame of all residential households in the city of Alameda, and the use of a visual survey format that allows us to show images of various types of bicycling facilities for respondent feedback. The goal will be to complete 500 interviews with an overall margin of error of plus or minus 4.4 percentage points. The survey questionnaire is expected to take the average respondent approximately 15 minutes to complete online, and will be available in English, Spanish, and Chinese. Print surveys will be available upon request. EMC Research staff will closely monitor the data collection process to track the survey's representation and ensure that the sample universe accurately reflects Alameda's adult population. In addition to the initial invitation postcard, the budget allows for postcard, text message, phone, and email reminders as needed to boost response rates among targeted demographic groups. Upon completion of interviewing, EMC Research staff will conduct an extensive statistical analysis of the data gathered from the survey.

Toole Design will also assemble demographic data from the US Census and California Household Travel Survey to develop a full demographic profile for active transportation the city. In analyzing and reporting the results, Toole Design's goal will be to provide clear, concise analysis and strategic recommendations. Survey results and the resulting profile will inform identification of priority facility types and geographies, gaps in policies or programs, and recommendations for messaging approaches in Plan communications and implementation of projects after Plan completion.

### TASK 3.4 EVALUATE EXISTING CONDITIONS

- For this task, Toole Design will work collaboratively with City staff to select appropriate analyses with which to evaluate the bicycle and pedestrian environments in Alameda. The purpose of this evaluation will be to identify needs and opportunities in support of the Plan's overarching goals (e.g. safety, mode shift, equity, project delivery, etc.) Topic areas for analysis may include the following: Quality of existing bicycle and pedestrian networks and identification of gaps, including Level of Traffic Stress (LTS) network analysis.
- Qualitative evaluation of citywide bicycling and walking demand and connectivity, including access to transit
- Collision analysis (performed as part of the Vision Zero Action Plan in Task 11)

This task will be completed in coordination with the collision analysis completed as part of the Vision Zero Action Plan.

### TASK 3.5 EXISTING CONDITIONS AND NEEDS REPORT

Toole Design will use the collected data, public input, and a review of existing plans, programs and policies to create a State of Bicycling and Walking in Alameda report. The goal of this report will be to identify the needs, constraints, and opportunities for implementing infrastructure, policies, and programs that benefit people walking and biking in Alameda.

#### TASK 3 DELIVERABLES

- Templates for organizing data, final data tables, GIS files, recommended count locations
- Draft and final survey questions/images, detailed survey results, summary-level results
- Demographic analysis
- Maps, tables and summary findings of existing conditions data
- Draft and revised State of Bicycling and Walking in Alameda report

## TASK 4

### VISION AND GOALS

#### TASK 4.1 REFRESH VISION

Early in the planning process Toole Design will work with the City Project Manager to develop a draft project vision for active transportation in the City of Alameda. The existing Pedestrian Plan and Bicycle Master Plan visions are great starting points. The goal will be to craft a vision that is aspirational, bold, and realistic. Toward that end, Toole Design will generate a proposed vision that will be vetted through the engagement process. The result will be an active transportation vision that is inspiring and reflects the community's desires for active transportation.

#### TASK 4.2 UPDATE GOALS

The existing bike and pedestrian plans include achievable goals. Now is the time to harness the good portions of both plans, synthesize and prioritize the goals, and create initiatives under the umbrella of active transportation. Ultimately the goals, and actions toward achieving those goals, will be measurable and linked to the General Plan Transportation Element, Transportation Choices Plan, and the Climate Action and Resiliency Plan goals.

#### TASK 4 DELIVERABLES

- Draft and revised vision statement
- Draft and revised goals

## TASK 5

### NETWORK AND FACILITY RECOMMENDATIONS

#### TASK 5.1 METHODOLOGY FOR RECOMMENDATIONS

Toole Design will determine a methodology for identifying project recommendations for both pedestrian

and bicycle infrastructure projects. The proposed methodology will be summarized in an outline format with supporting graphics documentation for client review before it is finalized. Toole Design's recently completed work on the FHWA *Bikeway Selection Guide* and current work updating the AASHTO *Guide for the Development of Bicycle Facilities* will be applied, as appropriate, for bikeway type and route selection.

Pedestrian facility recommendations, especially those located at crossing locations, will be informed by guidance provided in the FHWA *Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations*. This resource takes into account roadway characteristics such as speed limit, traffic volumes, and lane configurations to recommend appropriate crossing treatments (e.g., high-visibility crosswalk markings, beacon-enhanced crossings, curb extensions, etc.).

## **TASK 5.2 UPDATE AND EXPAND PEDESTRIAN AND BICYCLE NETWORKS**

Using the method identified in Task 5.1, Toole Design will develop recommended pedestrian and bicycle projects that create a network to achieve Alameda's vision and goals for active transportation. While Toole Design's goal in creating bicycle networks is always a connected low-stress system, interim projects that may serve a smaller portion of the population also serve a purpose. As such, Toole Design will identify both longer-term recommendations that will enable the widest group of bicyclists to feel comfortable ("all ages and abilities") and shorter-term projects that face fewer implementation hurdles in terms of cost or community support.

For the pedestrian network, Toole Design will identify, or confirm from the prior plan, pedestrian districts and other area typologies (e.g., residential, industrial) where different design treatments should be applied. The design guidance that is developed in Task 9 is intended to be paired with various typologies to identify specific infrastructure projects.

## **TASK 5.3 RECOMMENDS SUPPORTING INFRASTRUCTURE**

On-street and trail infrastructure cannot stand alone in creating great places to walk and bike. Supporting infrastructure such as a wayfinding system intended for people walking and biking, prevalent bike parking, street trees, and other features can also help people choose to walk and bike in Alameda. Toole Design will develop recommendations for the type and location of needed supporting infrastructure.

### **TASK 5 DELIVERABLES**

- Draft and final methodologies for selecting networks
- Recommended bikeway type selection guidance
- Draft, revised and final pedestrian and bicycle networks, in map and spreadsheet formats
- Concise report and maps with recommended supportive infrastructure

## **TASK 6**

### **POLICY AND STANDARDS RECOMMENDATIONS**

Toole Design will initiate this task with a comprehensive review of the City's existing plans, guidelines, standards and other documents with active transportation-related policies and guidance. Once a list of current plans and policies has been compiled, Toole Design will draw upon best practices from throughout the country (and peer cities in the Bay Area) along with feedback from City staff and the community. This information will be used to make recommendations on how to revise existing, and craft new, policies and standards, including samples of model policies/standards to use. For the Alameda ATP, Toole Design will tailor policy and standard

recommendations based on the city's greatest needs, and they will be prioritized by their effectiveness at supporting rapid implementation of bicycling and walking safety and comfort improvements (see Task 8.6 for additional information).

#### **TASK 6 DELIVERABLES**

- Summary evaluation of the City's policies, programs and practices that impact or relate to walking and bicycling
- Draft and final memorandum with policy and standard recommendations

### **TASK 7**

#### **PROGRAM RECOMMENDATIONS**

Based on input from staff, stakeholders, and the public, and information gathered during previous tasks, Toole Design will develop program recommendations for education, enforcement and encouragement programs. Recommendations will be actionable and clearly identify how they support the Plan's vision and goals. Program recommendations will be grounded, achievable, and measurable, and based on best practices.

#### **TASK 7 DELIVERABLES**

- Summary evaluation of the City's programs that impact or relate to walking and bicycling
- Draft and final memorandum with program recommendations

### **TASK 8**

#### **PRIORITIZATION AND IMPLEMENTATION STRATEGY AND TOOLS**

Project prioritization and implementation are the most significant components of an active transportation plan. Recommended pedestrian and bicycle network expansions and infrastructure investments are all for naught if they cannot be efficiently sequenced and constructed. Toole Design has broad experience with prioritizing recommended projects and crafting implementation strategies.

##### **TASK 8.1: PRIORITIZATION CRITERIA**

It is important to keep the ATP goals in mind when prioritizing projects so that its vision of making walking and bicycling in Alameda safer and more attractive becomes reality. Priorities will take input from City staff, the project committees, and community outreach into account, but will definitely include safety, connectivity, potential demand, and equity.

##### **TASK 8.2: PRIORITIZATION OF PROJECTS AND PROGRAMS**

Once prioritization criteria are established, they will be weighted and projects will be scored based on their ability to address each criterion. Toole Design will also perform analysis using tools to assess the impact of projects on intra-neighborhood and citywide connectivity. This assessment can lead to a type of cost-benefit analysis that can help the City prioritize investment. The analysis results will also lead to the development of a neighborhood-specific project list that identifies the most transformative projects for each part of the city. Projects will be grouped by implementation timeline, including short- mid- and long-term projects.

##### **TASK 8.3: COST ESTIMATES**

This task will develop planning-level cost estimates for infrastructure projects based on recent Alameda bids, neighboring city bids, and Caltrans Contract Cost Database District 4 bid prices. Program cost estimates will be



based on information gleaned from the best practices review and Toole Design’s national knowledge of level of the effort related to effective bicycle and pedestrian programs. Maintenance and staffing costs will also be estimated.

#### **TASK 8.4: IMPLEMENTATION STRATEGY**

Toole Design will develop an implementation strategy that includes programs (including staffing needs), projects, and potential policy considerations. This implementation plan will identify potential phasing, funding opportunities, and key departments or agencies that will be responsible for advancing the recommendation. With input from the City, performance metrics (e.g., number of pedestrian programs carried out, lane-miles of bicycle infrastructure installed) will be developed as a means of tracking implementation over time.

Toole Design will develop an implementation schedule that incorporates the results of the prioritization and cost estimation processes, with an eye toward projects that can be implemented quickly and cost-effectively. Large or complex projects will be broken into short-term and longer-term improvements to ensure they are not passed over while “low-hanging-fruit” small and simple projects are implemented.

The implementation schedule will highlight various action items for successful project implementation and identify coordination that will be needed to achieve the recommendations. Potential constraints or implementation-related challenges that may arise will also be identified. Toole Design proposes providing a year- by-year list of projects for the first five years of ATP implementation, based on the City’s two-year budget and proposed ten-year Capital Plan. This strategy will set the City on a path toward rapid transformation in key areas. Similarly, the schedule for program implementation will prioritize those that deliver the biggest “bang for the buck,” either through City investment or private partnerships. This information will be presented to City staff, project TAC and Transportation Commission for review and approval.

#### **TASK 8.5 CONCEPT DESIGNS AND ALTERNATIVE CONCEPTS**

For this task, Toole Design will prepare conceptual designs for eight locations/segments that either pose significant barriers to walking and bicycling network connectivity or create safety hazards. These locations will be selected based on the work performed in previous tasks. Concept designs will include alternatives, when applicable, to flesh out different treatment options and considerations. All work completed for this task will be tailored toward use in grant applications so that projects are funded and constructed in a timely manner. This means concepts will provide information including, but not limited to: project descriptions, proposed cross-sections, cost estimates, and equity variables.

#### **TASK 8.6: POLICY AND STANDARD DEVELOPMENT**

This task serves as an extension of the work performed for Task 6 in which Toole Design will prioritize policies, standards, and guidelines that are likely to be most effective at addressing city needs and supporting active transportation safety and connectivity improvements. With direction from City staff, Toole Design will draft language for up to ten policies and standards, to either be included as part of the ATP or adopted independently.

#### **TASK 8.7: PROGRAM DEVELOPMENT**

Toole Design will work with City staff and use input received during community engagement to prioritize five (5) of the programs described in Task 7. These programs will be prioritized based on their perceived ability to expedite Plan implementation and achieve Plan goals. A program implementation strategy will be developed

for each program and will include detailed implementation plans, costs, potential funding sources, public/private partnership opportunities, and schedules.

#### **TASK 8 DELIVERABLES**

- Draft and final prioritization criteria for projects and programs
- Prioritized project and program lists and maps
- Planning-level cost estimates for projects and programs
- Draft and final Implementation Strategy
- Eight draft and final concepts
- Ten draft and final policies/standards/guidelines
- Five draft and final program implementation road maps

### **TASK 9**

#### **DESIGN GUIDELINES AND STANDARDS**

Toole Design will use its extensive background developing design guidelines and standards – ranging from national guidance such as the upcoming update to the AASHTO *Guide for the Development of Bicycle Facilities* to local guidance such as the AC Transit *Multimodal Corridor Guidelines* – to ensure that Alameda’s Active Transportation Plan includes best practice and state-of-the-art guidance for pedestrian and bicycle facility design. Guidance will be broad enough to be applicable to common situations throughout Alameda (e.g., bike lane design adjacent to on-street parking, enhanced pedestrian crossing treatments on high-volume arterial roadways), while maintaining specificity so that it remains customized to Alameda’s specific needs. Standards adopted by comparable “peer cities” in the Bay Area will be reviewed and analyzed, along with existing City of Alameda guidance, to create a template for a new combined pedestrian and bicycle facility design standards document that will replace the existing Pedestrian Design Guidelines and Bicycle Facility Design Standards.

Additionally, Toole Design will develop 10 new infrastructure-specific guidelines, based on recommended ATP facility types that are most needed in the city, to augment the guidance template discussed above. Toole Design has already worked with the City of Alameda to develop guidance on the placement, sizing, and signing/stripping of bicycle boxes. A similar toolkit structure – complete with a description, schematic, typical application, guidance, considerations, and references for further information – is proposed for each of the 10 infrastructure-specific guidelines.

Deliverables:

- Review of existing guidance (Alameda, peer cities)
- List of model guidelines
- 10 guidelines for Alameda adoption
- Draft and final guidelines template (in, PDF, INDD and native files)

### **TASK 10**

#### **PLAN DOCUMENTATION AND APPENDICES**

The final task of this planning process will be to develop a draft and final Active Transportation Plan for the City of Alameda. Throughout the planning process all documents and deliverables will be developed with an eye toward the development of this final Plan. By doing so the Toole Design Team will create task documents that can stand on their own and can be seamlessly summarized and integrated into an overall Administrative Plan with accompanying executive summary for review by City staff. With revisions based on City staff

feedback, Toole Design will draft the City of Alameda Active Transportation Draft Plan for review by community members, the TAC, and City Commissions. Toole Design will collect all feedback and integrate changes to the document, as appropriate, to create a Final Plan for adoption by the City Council. The Plan will meet state Active Transportation Program and Alameda County Transportation Commission requirements for grant funding eligibility.

#### **TASK 10 DELIVERABLES**

- Administrative Draft Plan and Draft Plan
- Final Plan and Final Adopted Plan
- Native Plan files

### **TASK 11**

#### **VISION ZERO ACTION PLAN**

The development of a Vision Zero (VZ) Action Plan will be undertaken as a distinct effort, separate from the ATP. When stakeholders and residents view VZ solely as a bicycle and pedestrian issue, they are less likely to buy into the wholesale change necessary to implement a Safe Systems approach. Moreover, fatal and serious injury crashes impact vehicle occupants as well – an initial review of the most recent 10 years of crashes in Alameda reveals that approximately 66% of fatal and serious injury crashes did not involve people walking or bicycling.

Vision Zero must be undertaken, and viewed by the public, as an effort that impacts all people who travel on Alameda’s roadways: people walking, biking, scooting, taking transit, and driving. In this way, all travelers can take responsibility for their own safety and that of all others with whom they share the road. Staff across City departments can all see their roles in eliminating fatal and serious injury crashes.

##### **TASK 11.1 VISION ZERO POLICY ADOPTION**

Alameda’s General Plan Safety and Noise Element sets the stage for the development and adoption of a VZ policy. Toole Design will use best practice knowledge of successful VZ policies to write a VZ policy for legislative adoption by City Council. Toole Design will work with City staff, equipping them with materials to present the policy for adoption.

##### **TASK 11.2 VISION ZERO TASK FORCE**

The policy adopted in Task 11.1 should have a provision for creating a VZ Task Force. Achieving Vision Zero necessitates internal coordination across City agencies and departments, plus community groups and other external stakeholders that may not be involved in the development and implementation of an ATP. Accordingly, a separate advisory body will be formed for the VZ Plan development. Successful VZ Action Plans have been guided by a steering committee or task force that represents a broad cross section of community interests. This group will meet three times over the course of the Action Plan development. The Task Force will:

- Develop VZ Vision and Goals
- Guide development of a Public Involvement Plan (City-led)
- Review data analysis
- Inform Action Plan content, format, and structure including actions and performance metrics
- Act as community liaisons

### **TASK 11.3 VISION ZERO COLLISION ANALYSIS**

Vision Zero is a data-driven approach. In this subtask, Toole Design will analyze geographic and non-geographic trends in the collision data for all modes. Toole Design will review 10 years of data for trends over time, though the standard is to analyze the most recent 5 years of collision data for other factors because conditions (land use, streets, cultural practices, etc.) typically have changed beyond that timescale.

The two primary elements of VZ collision analysis are a geographic analysis to identify priority locations, such as through the development of a “High-Injury Network,” and an exploration of crash characteristics to assess common patterns throughout the city. Given the relatively small number of fatal and serious injury crashes, Toole Design typically recommends evaluating all injury crashes while giving extra weight to those that resulted in more severe injuries. Community input on near-misses will also be examined.

The geographic analysis will refine the High Injury Corridors developed for the Alameda Countywide Active Transportation Plan by focusing attention on key corridors and intersections and accounting for motor vehicle crashes. This analysis will inform both the prioritization work and selection of concept design locations in Task 8.

The crash characteristics analysis will evaluate the impact of factors such as speed, impairment, time of day, and crash dynamics on crash outcomes. This analysis leads to an organizing framework for actions development which happens in Task 11.4.

### **TASK 11.4 ACTIONS DEVELOPMENT**

The Action Plan will consist of a list of actions to be undertaken by City departments and their partners. The development of this action list is the critical part of a VZ Action Plan: staff identify those practices and policies they can and must change to ensure movement toward the goal of zero fatal and serious injury crashes. This is an iterative process that necessitates a City champion who can shop ideas around outside of Task Force meetings, likely with members of the ATP Technical Advisory Committee and other implementation staff, such as a Police Department representative from traffic enforcement. Toole Design will equip City staff with a presentation and discussion materials for these meetings.

### **TASK 11.5 PERFORMANCE MEASURES**

All Vision Zero Action Plans include performance measures to keep City staff accountable and to build trust with stakeholders. Toole Design will develop reasonable, trackable performance measures to accompany all actions developed in Task 11.4.

### **TASK 11.6 ACTION PLAN**

Toole Design will work with City staff and the Task Force to determine an appropriate audience and tone for the Action Plan. The document will be structured around identified crash causes and action areas and will clearly communicate the results of the collision analysis in a visually compelling way that tells the story of why the City of Alameda and its residents must change their practices to reach the goal of zero fatal and serious injury collisions.

### **TASK 11 DELIVERABLES**

- Draft and final Vision Zero policy
- Supporting materials for Council-adoption process
- Three VZ Task Force meetings

- Collision analysis: maps, data tables, summary for Action Plan
- Draft and final list of VZ actions, plus supporting material for client to discuss with applicable stakeholders
- Draft and final performance measures
- Detailed Action Plan outline
- Admin Draft Action Plan (Word version for text editing), Draft Action Plan (layout version), Final Action Plan

## **TASK 12**

### **OPTIONAL TASKS**

In consultation with client, Toole Design will develop additional task language and associated cost estimates to perform potential additional tasks that will increase the impact and usefulness of the ATP and/or accelerate implementation of bicycling and walking improvements. Toole Design will not proceed with task work without written consent from City staff. Potential additional tasks may include, but are not limited to:

- Internal agency project process evaluation and recommendations for efficiencies
- Demand analysis
- Rapid implementation recommendations (locations, design assistance, cost estimation)
- Identification of locations for pilot / pop-up demo / tactical urbanism projects, and project management and installation of such projects
- Fact sheets on completed projects
- Additional outreach support, such as pop-up event attendance