

City of Alameda Transit and Transportation Demand Management Plans Scope of Work

DATE: December 9, 2015

Task 1: Project Management and Quality Review

1.a Ongoing Project Management and Coordination

The CDM Smith Project Manager will develop a project management plan that will include protocols for coordination with team members and internal project tracking. This task will also include monthly progress reports and invoicing as well as bi-weekly (and as-needed) coordination calls with City Staff to discuss project direction and progress.

1.b Quality Control/Assurance

Quality control and assurance is an important aspect of project delivery at CDM Smith. The CDM Smith team will include technical reviewers to ensure the project is following best practices in Transportation Demand Management (TDM) and transit planning, technical approaches are sound and appropriate, and project schedules and goals are being met. Technical review will occur at strategic points during the project, including:

- Existing Conditions Memo
- Evaluation criteria and approach to analysis
- Strategies analysis
- Draft and Final Plans

Task 1 Deliverables

- Bi-weekly coordination calls
- Monthly progress reports and invoicing
- Quality control/assurance reporting

Task 2: Initiate Project

2.a Project Initiation, Data Collection and Document Review

The CDM Smith team will initiate the project, confirm schedule and contract, and ensure a mutual understanding of project direction. The CDM Smith team will work with City Staff to collect data important in gaining a thorough understanding of the context for the Transit and TDM Plans (the Project). Starting from the list provided in the RFP, CDM Smith will prepare a list of documents and

data necessary to move ahead with analysis and existing conditions described in Task 3. Data will include city GIS files for mapping purposes as well as electronic documents of existing plans.

2.b Project Kick-off Meeting

The kick-off meeting will provide an opportunity for all team members to finalize the schedule and work scope, discuss data collection and document review, confirm communication protocols and invoicing. The kick-off meeting will also include a virtual site visit (using Google Earth and Streetview) to visit key locations throughout Alameda.

Task 2 Deliverables

- List of documents and data for plans
- Kick-off meeting coordination and attendance

Task 3: Analyze Existing Conditions

3.a Existing Conditions Memo

The existing conditions memo will be the foundation for the Transit and TDM Plans by identifying available and relevant information in the context of local, national and international best practices. The CDM Smith team will conduct a comprehensive review of the recommendations included in previous plans and studies, and will assess the obstacles to implementing the recommendations. Transit-related policies and implementation strategies from the Transportation Element of the General Plan as well as TDM strategies from new and upcoming developments also will be summarized during this task.

The memo contents will include the following sections:

- Transit Plan
 - Review recommendations of existing local and regional plans and policies
 - Access to transit – network gap analysis, connections to key neighborhoods and destinations
 - Ridership
 - Transit performance – speed, reliability
 - Transit user experience
- TDM Plan
 - Review recommendations of existing local and regional plans and policies
 - City vehicle trip reduction and mode shift goals
 - Existing city requirements for TDM
 - Existing parking policies

We will use input from City staff and key stakeholders to conduct the assessment of previous plan recommendations, their current status, and to identify any obstacles to implementation. An example of how the information will be presented is shown below.

Recommendation	Document	Current Status	Obstacles to Implementation
Implement queue jump lanes and other strategies for improving transit operations.	General Plan	1 queue jump lane installed	Insufficient Right of Way

The CDM Smith team is committed to using a data-driven and graphic-focused presentation of information, the goal being to create a succinct and informative presentation of material. The team will combine data analysis and aesthetic design skills to create maps and infographics that are engaging and informative. These materials will provide key data points to be used in data sharing with stakeholders and decision-makers.

The CDM Smith team will use StreetLight Data to supplement the existing conditions analysis. These data are derived from GPS-enabled devices including smart phone navigation applications, in-dashboard car navigation systems, smart phone handsets and commercial vehicle management systems. Using these anonymous data will give the team detailed information on where Alameda residents travel, the routes they choose, their travel times, and their origins and destinations. StreetLight InSight® will provide data on designated origin and destination zones with optional middle filter zones (bridges and tubes). The metrics will describe the relative amount of trips between each Origin-Destination pair or through the middle filter. The results are provided as frequencies that need to be scaled based on known traffic counts, which will be provided by the City. This StreetLight data will be based on a representative year of combined months from 2014 and 2015.

3.b Stakeholder Outreach - Round #1 (up to three meetings)

There are several key stakeholder groups that will be involved in the study, including businesses, employers, developers, schools and colleges, neighborhood associations, and transit/transportation agencies. The first round of stakeholder outreach will focus on existing conditions data, and will lay the groundwork for beginning the conversation with key stakeholders in the community. The CDM Smith team will create one presentation, agenda, and hand-out materials for each of the three stakeholder meetings. The CDM Smith team will work with City staff to identify stakeholder groups to engage in this process. They will likely be the same groups the team meets with at key milestones during the Project.

The Team recommends the meetings be scheduled and conducted to allow for targeted participation by specific constituencies. For example, meetings with area businesses might be held

in the morning or conducted with assistance from the Chamber. Meetings with transportation agencies and providers would likely be most successful if held during the workday.

Meeting objectives will include providing an orientation to the planning process and current conditions and commenting on draft objectives and evaluation criteria. The meetings will include an informational component along with an interactive “hands-on” activity to help retain interest and stimulate participant response. MIG will identify specific outreach activities to ensure that key stakeholders are identified and invited.

Task 3 Deliverables

- Existing Conditions Draft and Final Memoranda
- Stakeholder outreach #1 meeting materials, attendance, and summary

Task 4: Prepare Goals, Objectives, and Evaluation Criteria

4.a Goals, Objectives and Evaluation Criteria Internal Study Session

One of the main purposes of this task is to create a framework for evaluating trade-offs of potential transit or TDM strategies and for identifying investment priorities. This task will begin with a study session with City Staff and key CDM Smith team members to discuss the vision for the Transit and TDM plans. The CDM Smith team then will draft the goals, objectives and evaluation criteria, which will establish a basis for presenting information to the community and for the public opinion survey, and will be adapted based on input from outreach efforts.

4.b Public Opinion Survey

A primary purpose of this public opinion survey is to better understand what would motivate residents to use transit, carpools, bicycles, or walking instead of driving alone. A survey of this type must include proper representation of a cross-section of residents throughout the city. To achieve this, we are recommending a statistically valid telephone survey of Alameda residents.

The following points describe the details associated with the public opinion telephone survey of residents.

- The telephone survey will be conducted by professional interviewers working for Corey, Canapary & Galanis Research (CC&G).
- The survey will be conducted in English, Spanish and Chinese.
- A hybrid sampling approach will include telephone numbers throughout the City of Alameda, and will include: a) a Random Digit Dial (RDD) sample; b) a Listed Sample; and c) a random sample of cell phone numbers.
- An initial pre-test will be conducted once the questionnaire is finalized to test the survey length and comprehension.

- A minimum of 400 total surveys with qualified respondents will provide statistical reliable data in the total and by key sub-groups.
- The questionnaire must be designed to be completed within 12 minutes or less. A reasonable questionnaire length will help ensure that an adequate cross-section of respondents are surveyed. A longer survey tends to result in a higher share of “non-responders,” particularly among the most difficult to reach populations (i.e. younger respondents 18 – 24, lower income, etc.).
- The questionnaire will be designed to include questions about current travel behaviors, barriers to using non-driving modes more frequently, attitudes toward the City’s role in transit, response to potential transit projects, and some basic demographic questions.
- While the survey will include a representation from all types of residents of Alameda, particular attention will be paid to infrequent transit riders in this telephone survey effort. In attempting to increase ridership numbers, these infrequent riders tend to be a subgroup that may be successfully converted to regular riders.
- We plan to identify the sponsor of the survey (the City of Alameda) to all respondents.
- CC&G will be involved in all phases of this project including questionnaire design, questionnaire translation, sample plan development, programming the CATI survey, fieldwork, coding and data processing, and working with CDM Smith to provide a management report of survey findings.
- The City’s responsibilities will include input on questionnaire design and scheduling any project meetings/presentations.

4.c Web Survey #1 Goals, Objectives and Evaluation Criteria

The CDM Smith team will work with City Staff to develop a web-based survey that is designed to solicit input on the goals, objectives and evaluation criteria as well as other strategies that have not been implemented. City Staff will administer the survey by using the Peak Democracy software City Staff will monitor progress while the survey is live to help ensure a good response rate and one that is representative of the City. City Staff will produce a report summarizing the results.

4.d Project Goals, Objectives, and Evaluation Criteria Memo

Using information collected from Tasks 2 and 3, the public opinion survey, web survey and community workshop, the CDM Smith team will prepare a memo describing the project goals and objectives. The memo also will describe the evaluation criteria that will be used to measure the effectiveness of the strategies to be identified in Task 5.

The goals, objectives, and evaluation criteria TDM Plan memo will focus on the existing and planned TDM goals, uniting them and creating a framework for future TDM measures within the city. The goals, objectives, and evaluation criteria Transit Plan memo will consider the effectiveness of existing transit, current plans for new transit and with the assistance of the public opinion survey, web survey and community workshop, will identify ways to increase transit usage for inter- and

intra-island trips. Evaluation criteria may include: access to transit, travel time, service reliability, greenhouse gas reduction, single occupancy vehicle (SOV) trip reduction, ridership increases and cost effectiveness and feasibility, which considers political will, funding availability, need for additional infrastructure and other potential obstacles. These evaluation criteria will be adapted and made more specific based on information gathered during this task.

4.e Community Workshop Round #1

MIG will conduct a community workshop to discuss existing conditions and potential objectives and evaluation criteria for the project. The CDM Smith team will design a meeting format that includes an informational component along with an interactive, hands-on activity to increase learning and stimulate participation. Meeting planning discussions will include confirmation of the City's strategy to publicize the workshops. The CDM Smith team will develop the outreach flyer, meeting agenda and related support collateral for the meeting. The City will distribute the flyer and will provide copies of the agenda and related collateral. The workshop will be 1.5 – 2 hours in length. The CDM Smith team will prepare a memorandum summarizing the meeting results and comments received.

4.f Transportation Commission/Planning Board/City Council Meetings Round #1 (up to three meetings)

The CDM Smith team will prepare meeting materials for three city meetings, including the Transportation Commission, Planning Board and City Council. Meeting materials will include a PowerPoint presentation, handouts and a copy of the project goals and objectives Memo.

The purpose of this round of meetings will be to discuss existing conditions and to obtain input and confirmation on the goals, objectives and evaluation criteria for the Transit and TDM plans.

Task 4 Deliverables

- Public opinion survey preparation and summary
- Web Survey #1 preparation
- Goals, Objectives and Evaluation Criteria Draft and Final Memoranda
- Community Workshop #1 attendance, meeting materials, and summary
- Transportation Commission, Planning Board and City Council attendance, meeting materials, and summary

Task 5: Develop and Analyze Strategies

5.a Develop and Analyze Strategies

Develop Strategies

Working with information gathered from the stakeholders, community, and decision-makers as described in Task 4, the CDM Smith team will develop TDM and transit strategies based on best practices, knowledge of TDM and TMA structures, and a working knowledge of local transit agency

policies and City infrastructure. The strategies will be supported by data analyzed in the existing conditions report, and will help implement the goals and objectives. Strategies already identified by City Staff include coordinating shuttles, considering BART to Alameda, an Alameda circulator or city-run bus system, and how the risk assessment of the Webster/Posey tubes may impact transit access.

For the TDM strategies, the CDM Smith team will focus on developing effective, context-driven TDM approaches to SOV vehicle trip reduction. With new technologies and innovation continuing to change how people get around, the strategies will not only include the basics of carpooling and shuttles, but also will consider new tools for SOV reduction, such as parking management, vehicle and bicycle sharing, and awareness campaigns. A standardized set of TDM requirements will be developed to ensure consistent application for new developments. Additionally, an approach to a Citywide TMA structure will be developed.

For the transit strategies, the CDM Smith team will use our knowledge and experience in implementing and improving transit systems to increase transit usage in Alameda. Whether it is frequency, reliability, connections between modes, speed, breaks in service, marketing, or incentives for riding, the CDM Smith team will identify the tools to effectively improve transit service and ridership for inter- and intra-island trips. The team also will consider how to implement a broadened EasyPass program for Alameda residents.

Analyze Strategies

The strategies will be analyzed with a data-driven approach to identify the most cost-effective and beneficial projects. Each strategy will be evaluated based on the evaluation criteria developed in Task 4 to determine how effectively the strategies support the goals and objectives.

5.b Intersection Traffic Analysis

To help further the implementation of up to two high-priority projects that come out of this planning effort, an intersection analysis will show the feasibility of these select high-priority projects. Starting from existing traffic analyses, the CDM Smith team will analyze intersection and LOS impacts of two or three intersections depending on complexity. This analysis will show how traffic will be impacted if transit priority treatments are implemented. This work will be preliminary and additional analysis will be required in the final planning and design phases.

5.c Bike Share Feasibility Memo

The CDM Smith team will look into the feasibility of launching a citywide bike share program as part of the TDM Plan. Preliminary planning for bike share has been proposed as part of TDM measures for Alameda Point. Councilmember Jim Oddie requested City staff to provide the City Council with a report on the feasibility of including the City of Alameda in the service area for the Bay Area Bike Share program in a City Council referral approved on November 17, 2015. The memo will present and analyze scalable bike share systems, program size, capital and operating costs, and the siting of

facilities. This memo will focus on the considerations for implementing bike share in the City of Alameda, and will make recommendations for siting, funding, and operations.

5.d Strategy Descriptions and Analysis Memo

The memo will provide a thorough description of TDM and transit strategies and an evaluation of the strategies, and will provide a description of the methodology used to analyze the strategies. A summary of results will be presented in a table showing how each strategy performed in the evaluation.

Near-term Implementation Recommendations

This memo will identify near-term implementation steps that may be implemented immediately. These strategies may include making capital improvements or coordinating shuttle routes to serve a common transportation center in Alameda to provide a more streamlined service through the Webster/Posey tubes.

5.e Stakeholder Outreach - Round #2 (up to three meetings)

The CDM Smith team will conduct up to three meetings (approximately 1.5 hours per meeting) with area businesses, schools and related transportation groups to review the draft strategies memorandum. The meeting design will be important so that the City receives input that helps refine and enhance the strategies deemed likely to be successful while capturing a clear understanding of strategies that are deemed unpopular or not likely to succeed. The CDM Smith team will create a comment process that allows participants to identify that they agree, agree with modifications or disagree. Depending on the number of strategies and participants, MIG can provide high tech or low tech tools to support the discussion. The end product of this effort will be a refined list for presentation to the public at the community workshop.

5.f Web Survey #2 Potential Strategies

The CDM Smith team will assist City Staff to develop a web-based survey that is designed to solicit input on the strategies using the Peak Democracy software. City Staff will monitor progress while the survey is live to help ensure a good response rate and one that is representative of the City. City Staff will produce a report summarizing the results.

Task 5.g Community Workshop Round #2

The CDM Smith team will conduct a 1.5 – 2 hour community workshop to obtain public input on the draft strategies. The meeting will include an informational presentation that describes the planning process and how the strategies were developed. It will then have an interactive component to allow participants to comment on the strategies. Participants would be asked a variety of questions to help determine priorities. The questions might include:

- Which strategies would you be most likely to use?
- Which strategies would help improve mobility in the City for you as an individual?

- Which strategies would you be likely to support to be funded by the City or related agencies?
- Which strategies would you like to see implemented first?
- Are there any strategies that could be improved? If so how?

The CDM Smith team will develop the agenda, comment form, presentation, and interactive exercise. The City will provide copies of materials. The CDM Smith team will prepare a memorandum summarizing the meeting results.

5.h Transportation Commission/Planning Board/City Council Meetings Round #2 (up to three meetings)

The CDM Smith team will prepare meeting materials for three city meetings, including the transportation commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts and a draft Strategy Descriptions and Analysis Memorandum.

The purpose of this round of meetings will be to review the potential strategies and associated community input and strategy evaluation.

Task 5 Deliverables

- Strategy Descriptions and Analysis Draft and Final Memoranda
- Bike Share Feasibility Draft and Final Memoranda
- Intersection Traffic Analyses
- Stakeholder outreach #2 meeting materials, attendance, and summary
- Web survey #2 preparation
- Community Workshop #2 attendance, meeting materials, and summary
- Transportation Commission, Planning Board, and City Council attendance, meeting materials, and summary

Task 6: Prepare Draft Plans

6.a Administrative Draft Plans

Based on previous task memoranda and community input to date, the CDM Smith team will prepare Administrative Draft Plans for City staff and stakeholder review. The Citywide Transit and TDM Plans are envisioned as a “user friendly,” easy to understand document that is organized around graphics, tables and charts. One of the purposes of the Plans is to provide City representatives with talking points about the existing and proposed transportation network – both supply and demand – so as to help key stakeholders and decision-makers better understand the need for transportation infrastructure and operational improvements. The Plans will contain an implementation and financing approach that evaluates the potential for funding the preferred strategies. Special attention also will be paid to the phasing of the strategies, and will include

recommendations for staffing and the organizational structures needed to ensure the most successful implementation. Once the Public Review Draft Plans are released, the CDM Smith team and City staff will prepare a presentation and web-based materials to engage the community, especially on the preferred strategies in the Public Review Draft Plans.

6.b Public Review Draft Plans

The team will provide Public Review Draft Plans for the Transportation Commission and Planning Board meetings. We will provide a total of 20 hard copies and an electronic copy of the Plan. The team will be responsible for the management of an ongoing list of staff and public comments and associated changes to the Public Review Draft Plans.

6.c Stakeholder Outreach - Round #3 (up to three meetings)

The CDM Smith team will provide an agenda, meeting materials and notes for up to three stakeholder outreach meetings to present the Public Review Draft Plans.

6.d Transportation Commission/Planning Board/City Council meetings Round #4 (up to three meetings)

The purpose of this round of meetings will be to review the Draft Plans. The team will prepare meeting materials for three city meetings, including the Transportation Commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts and the draft Plans.

Task 6 Deliverables

- Administrative and Public Review Draft Plans (20 copies)
- Stakeholder outreach #3 meeting materials, attendance, and summary
- Transportation Commission, Planning Board, and City Council attendance, meeting materials, and summary

Task 7: Prepare Final Plans

7.a Administrative Final Plans

The CDM Smith team will incorporate the comments from the public review process in its preparation of a Final Draft of the Citywide Transit and TDM Plans (Final Draft) for administrative review.

7.b Public Review Final Plans

Based on the City staff comments of the administrative draft plans, the Final Draft plans will be produced for Transportation Commission and Planning Board approval. The Final Draft then will be presented to the City Council for final adoption, and will include a summary of Transportation Commission, Planning Board, and community comments and revisions as an addendum. The CDM

Smith team will produce revisions to key graphics for the City Council meeting, but not a revised Final Draft. Based on the cumulative input and comments received at the Transportation Commission, Planning Board, and City Council meetings, the team will prepare the adopted Final Citywide Transit and TDM Plans.

The team will develop the Final Draft Citywide Transit and TDM Plans for public review (20 hard copies for the Transportation Commission and Planning Board meetings and 20 hard copies for the City Council meeting). We will compile the comments and associated changes from the Transportation Commission, Planning Board, and City Council meetings.

7.c Transportation Commission/Planning Board/City Council meetings Round #5 (three total meetings)

The purpose of this round of meetings will be to review (Transportation Commission/Planning Board) and adopt (City Council) the Final Plans. The CDM Smith team will prepare meeting materials for three city meetings, including the Transportation Commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts, and the Final Plans.

7.d Final Draft

The CDM Smith team will develop an adopted Final Citywide Transit and TDM Plans (20 hard copies) incorporating text and graphic changes from the Transportation Commission, Planning Board, and City Council meetings.