

ALAMEDA COMPREHENSIVE OPERATIONAL ANALYSIS

Task 1: Kickoff & Project Management

Gather internal and external stakeholders together to discuss scope, timeline, resources, and public engagement strategy.

- A. Develop a **Project Plan** identifying any necessary resources and specific roles and responsibilities for staff, including the deliverables for which each staffer is responsible.
- B. **Convene internal TAC** to guide the project through the development and approval process. This should include representatives from Civil Rights, Planning, Scheduling, LA/CR, Marketing, Accessible Services, Procurement, Innovation and Technology, Training, and Operations. The TAC should meet at regular intervals as major deliverables are completed or decision-points arise.
- C. **Convene external TAC** with representatives from relevant public agencies and stakeholders in Alameda to provide guidance for the project and smooth approval of the plan and implementation of the recommendations in their respective areas.
- D. Develop an **internal engagement process** with a schedule for presentations to internal groups, including SPOC, Bus Stop Committee, AAC, the Executive Team, and the Board, including the timeline and process for Board approval.
- E. Develop an **external engagement process** including strategies and tactics for reaching out to the public and generating feedback on the plan at various points during its development. This should be driven by LA/CR and Marketing/Communications and include the timeline and process for the public hearing.
- F. Identify the **bus stop process**, including when specific new/adjusted/reactivated/eliminated stops will be identified and the stop approval processes for Alameda. The **internal** and **external engagement processes** should include how to address stop adjustments.

Task 2: Existing Conditions Analysis

Provide an analytical base from which to craft network recommendations as part of Tasks 3 and 4.

- A. **Review existing planning documents**, including AC Transit-produced materials and municipal and county planning efforts. This effort will include the most recent AC Transit Short Range Transit Plan (S RTP), Bus Stop Policy, and Service Design Guidelines. Where city and county planning is concerned, this will include general plan updates, specific plans, county-wide transportation plans, community-based transportation plans, and mobility planning done by the City (including the Transportation Choices Plan).

- B. Develop an **Existing Service Profile**, which will include an overview of the current route structure, and list current frequencies and spans provided within the existing transit network. This section will also provide an overview of changes made to service in Alameda within the last 10 years.
- C. Develop a **Market Analysis**, a memorandum that will incorporate a *demographic profile with maps* identifying *residential and employment densities* across Alameda, *key transit demographics* including zero-vehicle households, minority and low-income populations, disabled, senior, and youth populations.

The Market Analysis will *detail upcoming new residential and commercial developments* within Alameda and consider them for future transit connections.

- D. Develop a **Service Evaluation**, a memorandum that will integrate AC Transit data from available sources, including the District's automatic passenger counter (APC) and automatic vehicle location (AVL) systems. This will provide a comprehensive look into key performance metrics, including *service productivity, reliability, loads, and operating speeds* at the route, segment, and stop level.

Public Engagement Window – Implement the internal/external engagement process agreed upon by project stakeholders as described in the Project Plan in Task 1.

Task 3: Develop Draft Service Alternatives

Develop draft service alternative based on previous public engagement, findings from the 2015 Service Expansion Plan, the City's Transportation Choices Plan, and the analysis done in Task 2.

- A. **Identify Service Proposals** based on the information compiled in Task 2. Before finalizing the details of the draft service alternatives, special attention will be paid to ensure any alignment changes are actionable in the near-term with respect to existing infrastructure. As part of this sub-task, fixed-route service candidates will be costed out and ascribed frequencies and service spans based on existing and future potential demand.
- B. **Develop potential Policy Proposals** to improve the attractiveness of transit in Alameda, including the consideration of island-wide Easypasses or considerations for supporting and expanding the existing TMA.

Public Engagement Window – Implement the internal/external engagement process agreed upon by project stakeholders as described in the Project Plan in Task 1.

Task 4: Develop Final Service Plan

Staff will develop a final service plan that presents key findings from the existing conditions analysis in Task 2 in tandem with a refined version of the draft service plan based on engagement efforts with the public, key stakeholders, and within the AC Transit organization.

- A. **Draft Final Service Plan and Report** for dissemination to AC Transit upper management prior to the approval process.

- B. **Recommend that the AC Transit Board schedule a formal public hearing** on the proposed changes. The AC Transit Board would call for the public hearing in 2020.
- C. **Submit final plan to the AC Transit Board for approval** through normal AC Transit Board process. This plan is slated to be submitted to the AC Transit Board in February 2021, with implementation scheduled for Fall 2021.
- D. **Conduct Title VI and CEQA analyses.** While Title VI, environmental justice, and environmental quality considerations will help inform every step of the plan, formal Title VI analysis and environmental clearances will begin following the public comment period and associated public hearing on the proposed changes. The Title VI and CEQA analyses will be completed following the plan's adoption by the Board, but before implementation.