



**Pedestrian Master Plan
Technical Advisory Committee**

Tuesday, May 26, 2015

250 Frank Ogawa Plaza | 4th Floor Broadway Room

Agenda

- 1. Welcome & self-introductions (9-9:15 am)**
- 2. Project overview (9:15-10:00 am)**
 - Project scope
 - Project timeline
- 3. Survey (10:00-10:15 am)**
- 4. Next steps (10:15-10:30 am)**

City of Oakland | Pedestrian Master Plan | Schedule

Task	2015										2016		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1. Outreach & Management		TAC #1 CAC #1	Attend community mtgs (TDB)	Attend community mtgs (TDB)			TAC #2 CAC #2 Comm mtgs (TDB)		TAC #3 CAC #3		TAC #4 CAC #4		
2. Existing Conditions			Draft EC rpt										
3. Vision & Goals						Draft V&G memo							
4. Recommended Projects & Programs								Draft prioritized project & program list					
5. Design Guidelines											DG memo		
6. Implementation & Intro/Exec Summary										Exec Sum, Intro, Impl chaps			
7. Plan Documents											Draft plan		Final plan

28-Apr-15

Mtg #	Technical & Community Advisory Committees
1	<ul style="list-style-type: none"> • Work scope • Timeline • Relationship to concurrent efforts • Committee members' vision for plan
2	<ul style="list-style-type: none"> • Draft existing conditions report • Draft vision/goals/performance measures
3	<ul style="list-style-type: none"> • Draft capital and program plan
4	<ul style="list-style-type: none"> • Draft design guidelines • Draft plan



Oakland Pedestrian Master Plan | March 30, 2015 draft Scope of Work

This Scope of Work lays out the proposed tasks and deliverables needed to produce a new Pedestrian Master Plan for the City of Oakland. The primary purpose of the plan will be to develop a 5-year project list and implementation plan to improve walking conditions throughout Oakland. The plan must also satisfy Alameda CTC guidelines and state Active Transportation Program requirements needed to obtain funding for the projects and programs prioritized in the plan.

The intent is to create an approximately 30-page graphic plan, with background and other information presented in appendices. The project will be managed to reduce the time and effort city staff will need to manage and participate in the day-to-day work of this project. The City project manager will submit one set of consolidated staff comments to the Consultant on all administrative draft documents.

Task 1 | Outreach & Management

1.1 | TAC meetings

Eisen | Letunic will recommend members of a Technical Advisory Committee whose role will be to suggest how the plan can be as useful as possible to relevant city staff and agency partners. Eisen | Letunic will write the membership invitations, but staff will send them. The committee will meet four times during the course of the effort to review deliverables and advise on upcoming tasks. TAC members will also be asked to review the draft document and submit comments via email. Attention will be paid to complement, rather than replicate, the Complete Streets General Plan Amendment and Design Guidelines agency outreach efforts. KAI will prepare safety-related technical information in preparation for up to three TAC meetings (as appropriate for the project work flow). KAI will participate in up to three TAC meetings. At each meeting, the topics in the box will be discussed.

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1	<ul style="list-style-type: none"> • Work scope • Timeline • Relationship to concurrent efforts • Committee members' vision for plan
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2.2 | CAC meetings

Eisen | Letunic will suggest members of a Community Advisory Committee whose role will be to suggest how the plan can be as useful as possible to advocacy and civic organizations and others outside of the city bureaucracy working to improve conditions for pedestrians. Eisen | Letunic will write the membership invitations, but staff will send them. The committee will meet four times during the course of the effort to review deliverables and advise on upcoming tasks. See table above for items to be discussed at each meeting. CAC members will also be asked to review the draft document and submit comments via email. KAI will prepare safety-related technical information in preparation for up to three CAC meetings (as appropriate for the project work flow). KAI will participate in up to three CAC meetings.

3.3 | Other public outreach

Staff envisions a planning process that will include direct public outreach where appropriate.

Eisen | Letunic will make the following targeted efforts to publicize the process and solicit public input:

- Participate in up to five meetings organized by other organizations (e.g., East Oakland Building Healthy Communities' Hub gatherings; Oakland Sustainable Neighborhoods Initiative on International Blvd)
- Write two articles to be published in neighborhood and citywide online & paper newsletters:
 - At the outset of the effort to announce it and publicize the project website and CAC meetings as an opportunity to participate
 - When the plan is in draft form to solicit comments
- Via a survey (online and paper) to be distributed at one key point in the process, TBD
- Via a project website (hosted by the city) on which we'll post relevant documents and links

Task 2 | Review Existing Conditions

KAI will evaluate existing crash data related to pedestrian safety. City of Oakland staff will be available to assist with crash data, GIS and other data-gathering and analysis, as needed. The data that will be collected and by whom for the existing conditions assessment is listed below.

- KAI will work with City of Oakland staff to review pedestrian crash types and locations to identify key patterns using the information and data provided by City staff. Consider the contributing factors cited by police officers as part of the crash type and pattern review. The City has largely completed this analysis through the use of TIMS data.
- KAI will obtain data and information from the City of Oakland regarding street network characteristics (e.g., posted speed, number of vehicle lanes) and use along with pedestrian crash data to identify key patterns.

In this task, Eisen | Letunic will document today's walking conditions throughout Oakland to the extent that this information is anticipated to be useful to staff to implement needed improvements. So limiting this gathering of data will result in an Existing Conditions chapter that is thinner than is usually found in planning documents, but is focused on information that staff and others will routinely use and refer to.

- EL will obtain public health statistics
- EL will obtain and document the Complete Streets network typology map and definitions from Task 1.3C of the Complete Streets Design Guidance effort.
- EL will work with City staff to use GIS data to assess connectivity showing sidewalk gaps, cul-de-sacs & long blocks.
- EL will work with City staff to use GIS data to identify key pedestrian generators and attractors (per Alameda CTC), including schools, bus stops, parks and commercial districts.
- EL will work with City staff to obtain and summarize the City practices and policies that affect walking and the pedestrian environment (e.g., street design standards, traffic signal practices, police enforcement priorities (e.g., Telegraph Avenue sting), fire department needs). City staff will manage this research.
- EL will work with City staff to obtain or develop an estimated number and share of walk trips (including transit access trips), to the extent it is available
- EL will work with City staff to map and provide a description of land use development patterns, using the zoning map to show existing and the PDA map to show proposed. (per ATP)
- EL will review the following existing planning/policy documents, using information from the 2007 Bicycle Master Plan where relevant (per Alameda CTC):
 - General Plan Land Use and Transportation Element (note pedestrian/walk policies)

- Specific Plans: West Oakland, Lake Merritt, Broadway/Valdez, Central Estuary, Coliseum City (draft), Downtown (future)
- Alameda CTC Countywide Pedestrian & Transportation Plans
- BART access plans for Oakland stations
- Bay Trail plan
- EL will review existing city, regional & statewide policies that affect walking (per Alameda CTC)
- EL will provide descriptions of concurrent efforts (i.e., Complete Streets, Safety Strategy & Downtown Circulation Study)

Task 3 | Vision & Goals

This chapter will lay out the plan’s vision and 3-6 goals, focusing on a total of 10-15 corresponding and measurable performance measures. Likely categories of goals will include improving safety, increasing walk access and finding innovative and cost-effective solutions to Oakland’s pedestrian challenges (e.g., “Lighter Quicker Cheaper” approaches). Performance measures will focus on staff production metrics (e.g., blocks of sidewalk widened, number of pedestrian countdown heads, rapid flash beacons and crosswalk upgrades) and may be saved for the Implementation chapter.

Task 4 | Recommend Projects & Programs

The chapter in which projects and ongoing capital and non-capital programs are identified and prioritized will be the document’s most important. It will include capital projects (like improvements to a particular intersection), ongoing capital programs (like pedestrian-scale lighting) and non-capital programs (like crosswalk enforcement or safe routes to transit). These investments will be recommended based on:

- The Complete Streets General Plan Amendment and Design Guidelines (Note: this effort will inform the Pedestrian Master Plan in two ways: it will identify needed improvements to the pedestrian realm on particular roadways and it will define design guidelines for pedestrian facilities. The former will be considered in the development of the capital plan in this task; the latter will form the basis of Task 5.)
- Downtown Circulation plan (assuming it’s complete in time)
- The city’s Uptown wayfinding signage effort (assuming it’s complete in time)
- Specific plans: West Oakland, Lake Merritt, Broadway/Valdez, Central Estuary, Coliseum City (draft), Downtown (forthcoming)
- Alameda Countywide Pedestrian & Transportation Plans & Regional Transportation Plan
- BART access plans for Oakland stations
- San Francisco Bay Trail plan

EL will also identify additional investments needed to accomplish the plan goals laid out in Task 3. This section will provide a five-year implementation plan based on expected city revenue. Where possible, recommendations will be scalable to guide decision-makers and staff in the event that additional funds are available, from increased city allocations or outside revenue sources.

The plan will focus on lower cost, interim measures (e.g., paint, flexible bollards, colored surface treatments), also specifying how the city could build more attractive and safer facilities if more funds are available. This approach will allow the city to measurably improve walking conditions for pedestrians throughout Oakland using expected revenue, while allowing additional and/or more durable/appealing/inviting facilities if more funds become available. Examples of this approach include painted barriers in the short term, using concrete eventually; and pavement-to-parks efforts such as parklets.

Given that the emphasis of this plan is on actions Oakland's Public Works Department can pursue, a majority of recommended investments is anticipated to be capital projects (both one-time and ongoing); however, depending on the goals and performance measures developed in Task 3, non-capital programs will be considered and in some cases may be selected as the best way to achieve particular goals. Examples include improved Safe Routes to Schools programs, Oaklavia-type promotional events and increased police enforcement.

EL Activities

- EL will develop a prioritization method for the non-safety based projects, programs or policies identified.
- EL will create a separate non-financially constrained list of projects that are not included in the five-year list.
- EL will coordinate the City of Oakland staff's work to develop a spreadsheet methodology to estimate the extent to which recommended investments are likely to increase the number and share of walk trips in Oakland. This information will help meet ATP application requirements for ATP grant funding.
- EL will estimate the cost of recommended non-capital programs.

KAI Activities

- KAI will review the methodology and approach applied by San Francisco Municipal Transportation Agency (SFMTA) for their similar pedestrian safety program.
- KAI will recommend methodology to prioritize locations for improvements within each identified safety program. Focus will be on establishing a method that is easy to apply with readily available data and that will allow City staff to update the prioritization periodically in the future.
- City will provide KAI with available GIS data and other City data resources as needed to assist in developing the crash-based prioritization method.
- KAI will apply the recommended methodologies to Oakland roadway network.
- KAI will work with EL to integrate the results of the safety programs prioritization into the Pedestrian Master Plan.
- KAI will estimate city-wide needs for each safety program area. The needs will distinguish between capital (e.g., curb ramps) and maintenance (e.g., crosswalk re-striping) costs.
- KAI will recommend funding level for each safety program area based on available pedestrian safety funding. City will provide information on the expected pedestrian funding.
- Based on recommended funding level and cost estimates, KAI will estimate target level of annual improvements for each program area (e.g., 45 new pedestrian countdown heads per year).
- KAI will incorporate record keeping tools such as checklists or other decision-making tools (e.g., decision trees) per program area.

This task will evaluate the findings of the Existing Conditions task in the areas of safety, equitable investments, public health, land use & connectivity, and existing policies & practices. The product of this task will be an analysis of existing walking conditions and related political/institutional structure in Oakland, with an eye toward identifying the spheres in which change could most benefit pedestrians.

EL will lead the analysis related to equitable investments, public health, land use & connectivity, and existing policies and practices.

KAI will lead the analysis related to pedestrian safety, and specifically will conduct the following work:

- Based on results from the crash data review, KAI will identify several engineering program areas (e.g., unsignalized crossing improvements) in which to invest. The overall strategy will focus on

proactive treatments with the potential to improve pedestrian safety performance rather than provide a list of problematic locations.

- For each program area, KAI will develop targeted set of physical improvements (e.g., Rectangular Rapid Flash Beacons), estimated cost, and criteria for use. The project will identify a small set of specific improvements that can be installed at a many locations.

This analysis will not become a Plan chapter; rather, it will be the basis of the Vision & Goals chapter and will be referred to, as appropriate in the Priority Projects & Programs chapter.

Task 5 | Design Guidelines

Beyond recommending particular capital projects, the Pedestrian Master Plan will refer to the Complete Street Design Guidelines for direction on project design. In particular, the Guidelines will identify pedestrian priority areas through place types and overlays, as well as provide guidance regarding the pedestrian realm of streets, such as sidewalk zone widths and intersection design. Other areas that will be addressed in this task include:

- Traffic signal design and signal timing for pedestrian-friendly streets;
- Other traffic calming measures, including their relationship to fire-fighting equipment;
- Examples of interim improvements, using low-cost treatments to achieve benefits in advance of major capital funding; and
- Design of other pedestrian facilities, such as pathways, stairways and parklets.

Task 6 | Implementation & Introduction/Executive Summary

In this task, EL will specify how the projects and programs laid out in the capital plan will be funded and constructed in the sections below. KAI will provide support specific to the safety-program areas and projects. This task will include development of the plan's Introduction and Executive Summary.

- **Revenue:** The Implementation chapter will include an analysis of expected city revenue, as well as other potential funding sources, including other city funds, countywide, regional and state funds, and the types of projects each funds. To facilitate grant-writing, EL will develop 1-page illustrated sheets for up to five high priority investments.
- **Scalability:** By presenting a range of options to implement potentially costly capital projects, the plan's goals can be met in the near term, while additional funds for superior facilities are sought in the longer term.
- **Policy changes:** Building projects in a cost- and time-effective manner may sometimes require changes to city policy & practices. Examples could include project review protocol, permitting relief, and facilitating community-led interventions. This section will also address the state ATP's required documentation regarding coordination with neighboring jurisdictions.
- **Staffing:** This chapter will outline what a fully funded city pedestrian program would look like, including staffing and capital funding. It will also address related City staff across all departments.
- **Evaluation:** Analyzing collisions, pedestrian volumes and qualitative factors before and after projects are implemented can provide valuable information that can be used in the future to prioritize and design other pedestrian improvements.

Task 7 | Plan documents

The administrative draft plan will be a compilation of the final memos from the previous tasks. Once staff comments are incorporated, the memos will be compiled into a single document; illustrated with relevant tables and graphics and formatted into a public review draft. All background and other information not necessary to communicate the city's priorities for improving the pedestrian environment and provide a roadmap to implement them will be presented in separate appendices.