

# WORK PLAN

## Task 1 Project Management

At NN Engineering, our approach to project management is simple. We select our most experienced principal staff to lead our projects, form teams where staff experience is aligned with project needs and deliver the highest quality products to our clients. For larger projects, such as this one, we assign a deputy project manager, who is actively involved with project logistics and can assist the project manager with day-to-day management. Along with assigning a principal-in-charge, there are multiple areas of project oversight ensuring relevant senior staff as well as junior staff are assigned to appropriate tasks to control costs, schedule, and maintain quality results.

### 1.1 Project Kickoff

NN Engineering will prepare for and facilitate a kickoff meeting with City staff and key stakeholders chosen by the City. Key agenda items include:

- Confirm project goals and anticipated outcomes
- Refine the proposed work plan and schedule in consultation with staff
- Establish communication protocols
- Review data availability and needs
- Identify participants and confirm roles and responsibilities of the City’s Project Management Team
- Discuss schedule, sequence and objectives of key committee meetings over the course of the project (expected April 2022 to October 2023)
- Discuss decision making protocols
- Confirm plans for review

This information will be used to inform the project charter and the Engagement Plan (Task 5.1).

This meeting will be followed by time spent collectively exploring and observing key conditions within Mountain View’s commercial/activity centers and surrounding neighborhoods and discussing issues, opportunities, and considerations. Particular attention will be paid to problem and priority areas identified in AccessMV for pedestrians and bicyclists.

If current travel and gathering restrictions are still in place and an in-person kickoff is not possible, this meeting will take place as a virtual meeting with guided tour using a combination of Google Streetview and high-resolution aerial photos from NearMap (immediately following or shortly after the kickoff). There may be some benefit using a virtual platform for the initial tour, as the tour can be more comprehensive and also allow for conversations together in a way that would not be possible to emulate in carpools. The exact method will be determined collaboratively shortly after notice to proceed. NN Engineering will conduct fieldwork in person prior to the kickoff to observe areas of particular concern if it is held online.

We will draft a project charter for the City project management team’s review after the project kickoff meeting. This charter will be a living document that is a single point-of-reference for key aspects of the plan. Contents will include final budget by task and team lead; roles responsibilities and contact information for all project team partners; task status; and a section to document key decisions made including any agreed upon shifts in scope, should they be necessary.

### 1.2 Client Project Team Meetings

The consultant and client project managers will have biweekly project management meetings by phone to keep the project on scope, schedule, and budget. Meetings will be used to discuss upcoming work and outstanding and emerging issues, as outlined and documented in the project charter. NN Engineering will manage MUD and vendor contracts and provide regular progress reports to the city project manager including activities related to contract administration, subconsultant activities, and a summary of work completed. Meetings (some with MUD) to discuss progress and decisions regarding specific tasks will be scheduled separately and billed under those tasks. Approximately 40 project team meetings are anticipated during the course of the contract.

### DELIVERABLES

- Kickoff meeting including preparation, facilitation, and follow up
- Bi-weekly call agendas and summary notes with action items (assuming an 18-month project duration)
- Monthly invoices and progress reports
- Project Charter

# Task 2 Background Review

## 2.1 Background Review

The first step in establishing the project context is to collect accepted and adopted documents that impact the possibility of building a safer, sustainable, and more attractive future for people walking and bicycling within Mountain View. The City will provide copies of pertinent city plans and studies outlined in Table 1 of the RFP, current City standards, design practices, and municipal codes related to or that may impact active transportation.

NN Engineering will focus on a review of transportation-related documents, while MUD will review relevant studies, plans, and documents that will provide an understanding of the land use, biophilic and regulatory context within the city and region. This review will help us to build from the City's existing framework to develop recommendations for sustainable, active transportation green streets that are suited to Mountain View's unique needs.

During negotiations, staff identified a list of plans and documents for review, as enumerated in the project RFP. This list of plans and documents to be reviewed is reproduced here in Table 1.

In addition to this list of documents identified by City staff, NN Engineering and MUD will gather and review other relevant regional documents such as:

- Caltrain's 2021 Bicycle and Micromobility Parking Plan
- MTC's Draft Regional Active Transportation Plan (currently underway)
- MTC's Complete Streets policy
- Materials related to ongoing efforts including the update to the Downtown Precise Plan and the Housing Element update
- The Community Tree Master Plan
- The Sustainability Action Plan
- Currently in development biodiversity strategies

We will create a shared file inventory of policy, planning, operations, programs, regulatory, and capital project documents.

NN Engineering and MUD will summarize findings from our background review in a concise, graphic friendly manner and prepare a slide deck or technical memo of our findings. Exact format of our deliverables will be determined through discussion and coordination with the project team, however, we expect to present findings in a graphic-heavy, user-friendly format, whenever possible.

**Table 1: Plans and Documents for Review**

General, Specific, and Transportation Plans	Corridor Plans and Studies	Bicycle and Pedestrian Plans and Studies
2030 General Plan, 2012 Environmental Sustainability Action Plan 4, 2019 Mountain View Multi-Modal Improvement Plan, 2018 Valley Transportation Plan 2040, 2014 Multi-Modal Transportation Handbook, 2020 AccessMV Comprehensive Modal Plan, 2020 East Whisman Precise Plan, 2020 North Bayshore Precise Plan, 2020 San Antonio Precise Plan, 2019 El Camino Real Precise Plan, 2014 Downtown Precise Plan Local Road Safety Plan, under way	El Camino Real Streetscape Plan, CIP 16-67, 2019 Grand Boulevard Initiative Guiding Principles, 2006 Peninsula Bikeway Feasibility Study, 2021 VTA Transit Service Plan, 2019 Transit Center Master Plan, CIP 16-41, 2017 Mountain View Shuttle Study, 2020 Shoreline Boulevard Corridor Study, CIP 14-44, 2017 California/Escuela/Shoreline Complete Streets Feasibility Study, CIP 14-41, 2015 Latham/Church Bike Boulevard Feasibility Study, 2018 California/Escuela/Shoreline Complete Streets Feasibility Study, 2015 Castro Street Bikeway Feasibility Study, under way	Caltrans District 4 Bike Plan, 2018 VTA Countywide Bicycle Plan, 2018 VTA Countywide Bikeway Map, 2020 VTA Pedestrian Access to Transit Plan, 2017 Pedestrian Master Plan, 2014 Vision Zero Staff Report, 2019 Mountain View Suggested Routes to School Los Altos Suggested Routes to School Mountain View Bicycle Transportation Plan, 2015 Caltrain Bicycle Access and Parking Plan, 2008 Bay Trail Plan, 1989

## 2.2 Standards and Municipal Code Review

Whenever a street is touched, contractors or City staff typically consult standard plans, a roadway design manual, or other such reference documents. In negotiations, City staff identified a list of codes and standards to be reviewed, which includes:

- Bike parking (City Code)
- Curb Radii (Section 3.5.2 of “Standard Design Criteria - August 2002”)
- Green pavement marking standard details (provided by City staff)
- Bicycle and pedestrian city codes
- Sidewalk standard details and widths (pages 172 – 197 of the Standard Provisions and Standard Details)
- Driveway standard details including widths, lips, and radii (Standard Provisions and Standard Details)
- Tree standard detail (page 277 of the Standard Provisions and Standard Details)
- Chapters 22, 23, 35, and 36 of the Standard Provisions and Standard Details
- Chapters 3, 7, and 8 of “Standard Design Criteria - August 2002”

In addition to this list, NN Engineering’s engineering staff will participate in up to one (1) one-hour group meeting with the city’s project team to identify any additional aspects of City Engineering Design Standards and City Standard Construction Details (including temporary traffic control) that pose a barrier to the design and construction of comfortable and connected places to walk, bike, and take transit. We will screen the highlighted standard details for their relative level of importance for future city work and suggest a refined set to update. After identifying the priority standards that need updating, we will propose the key elements to add or revise.

Text, tables, and schematics will be provided to integrate into the city’s standards. Design details agreed upon during this task will be provided for the city to use in updating its standard drawings. Importantly, they would also be used in project-specific recommendations for this Plan. From a functional perspective, the updates to the pedestrian and bicycle facilities design standards within the city’s adopted standards will illustrate the components of a multimodal complete street that are to be in roadways constructed or approved by the city. It is important that the

details be sensitive to the city-defined street types that is classified by their operational characteristics and land use character, which is helpful for determining the appropriate pedestrian and bicycle facilities on each type. Potentially more importantly, these design standards will be developed with the goal to give City staff a single point-of-reference for dimensioning and designing its projects. The work from this task will be summarized in a presentation for City staff.

In addition to the standards review, NN Engineering will conduct a specific focus on the review of the following Municipal Code regulations: vehicle and traffic (including mandatory registration), public peace and morals, streets and other public ways and places, key aspects of the development code identified by staff, and zoning regulations specifically related to recreation, walking and bicycling in general.

As an output of this review, NN Engineering will suggest codes that should be strengthened or diminished in support of a more multi-modal future. These suggested codes will be part of the recommendations presented in Task 6.

## 2.3 Best Practices Review

NN Engineering and MUD will conduct a best practice peer review of current active transportation plans, infrastructure projects, and policies to inform the development of project and policy recommendations in Task 6. The project team will work with the City to identify four (4) peer agency plans and guidance from organization or agencies such as NACTO and Caltrans, particularly the recent updates to the Caltrans Complete Streets Policy. This review will both inform and be informed by the Vision and Goals Workshops conducted in Task 4.

### DELIVERABLES

- ❑ Slide deck or technical memo summarizing background documents
- ❑ Slide deck or technical memo summarizing design standards and municipal code review
- ❑ Slide deck or technical memo summarizing best practices review

## Task 3 Existing Conditions Analysis

The existing conditions analysis will build on the citywide pedestrian and bicycle analysis completed as part of AccessMV and the collision analysis conducted as part of the MVLRS. Both of those projects provide a strong foundation for the Active Transportation Plan outputs but also highlight key data components that are missing in the City's data repository. For example, data such as curb-to-curb widths, location of on-street parking, marked crosswalk locations, the location and design of midblock crossings if they are unsignalized.

Prevailing speeds and multimodal counts were missing for the MVLRS analysis but are essential data points to provide informed recommendations on pedestrian improvements within the city. Also missing is an understanding of where walking and bicycling activity currently *does not* occur. This information will be drawn out through community surveys and is described briefly below and in Task 5. This analysis will incorporate existing and newly collected data to improve the understanding of current and future demand for active transportation.

### 3.1 GIS Data

GIS data is instrumental in identifying and highlighting:

- Areas of unmet need
- Transportation barriers and infrastructure gaps that may be priority locations for interventions
- The context of previous plans, studies, and planned capital projects
- Collision hotspots involving people walking or bicycling

At the onset of the project, our data team will prepare a data collection form that outlines the GIS shapefiles and associated metadata that we already have in hand from our prior project work with the City and which we do not yet have but is needed to support a rigorous technical analysis. We will ask the City to provide any updated files and new GIS files compiled for other project work such as AccessMV. Requested data will focus on transportation, land use, built form, landscape, and stormwater to examine opportunities and challenges associated with a green street active transportation network. Per Addendum No. 2, we will incorporate the sidewalk data collected by the city such as but not limited to ramps, heaving, obstructions and other quality and compliance data in the Summer of 2022 when it is available.

Given our past project work with the City, it is anticipated that some data that is critical for the development of recommendations for active transportation projects will be missing or incomplete. Therefore, we have budgeted for the review of high-resolution aerial photos from NearMap to capture data such as curb-to-curb widths and on-street parking. We may hold off on the gathering of data via the

aerial photos until the sample size is reduced to potential project sites.

Available City data will be complemented by other geographic inputs such as LEHD and ACS data at the Census blockgroup level, community concerns identified in our community outreach efforts and observed conditions within a 1/2-mile walkshed of schools, senior centers, other key destinations, and other field observations identified in the discovery phase of the project.

### 3.2 Multimodal Activity Data

This task will start by collecting and mapping existing multimodal activity data provided by the City (or updating, if already in hand from the MVLRS and other prior projects). This will include available data from the primary transit providers serving the city including VTA, Caltrain MVGo, and the Mountain View Community Shuttle. The data obtained during this sub-task will be used to identify existing and future high ridership boarding and alighting locations to enhance first- and last-mile connectivity and improve street crossings at opposing stops on multi-lane streets.

After review of the GIS, transit use, and planned projects data, we will recommend key supplemental locations for multimodal screenline and intersection counts. The team will budget for up to 20 multimodal (pedestrian/ bicycle/vehicle) screenline and intersection counts in AM/PM. Average daily traffic counts including volume and speed, will be gathered at key locations identified via the GIS and plan analysis, focusing on locations where active transportation network connectivity is hindered by challenging crossings due to roadway conditions.

On-street parking data will be gathered in key locations to identify areas where utilization rates may warrant a repurposing of right-of-way. While this data collection is identified, budgeted, and scheduled in this task, the project team and city staff may elect to collect this activity data during the recommendations task (Task 6) to conduct more focused counts based on the short list of projects identified through existing conditions, vision and goals, and engagement. Collecting the data at this later point in time will also provide location specific data for future grant applications.

Finally, in addition to collecting strategic multimodal traffic data, our team will develop an online survey to better understand how community members travel through the city by walking and/or rolling including where they currently travel or and where they avoid traveling due to barriers. Our approach to surveying the community is detailed in Task 5, Engagement.

### 3.3 Existing Conditions and Needs Summary

The technical analyses conducted during this phase will identify locations where demand, quality, connectivity, and safety can be improved with well-defined walking and bicycling networks and potential projects. The analyses will be compiled into an Existing Conditions Summary including an analysis of identified opportunities and constraints related to active transportation. The Existing Conditions Summary components will include, but not be limited to:

- **Demographics Review:** Demographic information will be obtained from the US Census American Community Survey (ACS) 5-year Estimates. Specific data may include but not be limited to residential population density, youth and senior population concentrations, household vehicle ownership, and employment density.
- **Existing and Planned Land Uses:** Existing and planned land use designations will be mapped at this stage. Key destinations understood to attract or generate active transportation related trips will be identified and used in subsequent demand analyses.
- **Green Streets Analysis:** A green streets analysis will gauge opportunities and challenges associated with potential green streets and inform a decision framework for later prioritization of green streets that will include the following:
  - Regional ecosystem including watershed, trail network, and open spaces
  - Tree Canopy including species, overall health, and vegetation analysis
  - Materials including permeable pavements
  - Corridor design including allocation of right-of-way, presence or absence of street trees, and space available for expansion of landscape area
- **Multimodal Counts:** The pedestrian, bicycle, and vehicular count data obtained under Task 3.2 will be mapped and summarized and used to conduct operational analyses if necessary.
- **Network Analyses:** Network analyses conducted as part of Access MV such as, but not limited to, Bicycle Level of Traffic Stress, Pedestrian Quality of Service, and Existing and Planned All Ages and Abilities Network.
- **Crash Analysis:** Pedestrian and Bicycle crash analyses conducted as part of the MVLRS, particularly those focused on fatal and severe injury crashes. The MVLRS historical and systemic safety crash analysis will be supplemented with information on near miss and concerns about traffic safety gathered during community engagement.

We will combine the takeaways from Task 2 with the Existing Conditions Summary to gain a holistic understanding of what is built today and what the planned/zoned capacity is for change, to ensure the relevance and longevity of the plan recommendations. We will capture “degree of change” as a metric for evaluation and analysis, which we will incorporate into our recommendations in later tasks.

The key existing conditions findings will be summarized in a needs map atlas, providing a concise, graphic-rich overview of prominent issues, needs and opportunities in a streamlined format that is conducive to public consumption. This format is much more appealing and less intimidating for general public and stakeholder review than the full technical report and also prepares the key existing conditions findings for incorporation into the full Active Transportation Plan.

Collected information will be compiled into GIS shapefiles and presented consistent with standardized City templates, where applicable. GIS metadata will be documented for each GIS dataset including a data summary, description of fields, and data collection methodology/source.

#### DELIVERABLES

- Data request memo
- Library of data (GIS, photos, planning documents, CAD layers) including a spreadsheet describing source, availability, quality, and intended use
- Existing Conditions and Needs Summary
- Existing Conditions and Needs Map Atlas



## Task 4 Vision and Goal Setting

MUD will lead the team’s Vision and Goal Setting with support from NN Engineering to ensure the Active Transportation Plan is firmly rooted in community values and the needs of the city. We anticipate the vision and goal setting to incorporate key components from Access MV including the goals of Connectivity, Equity, Mobility, Enhanced Safety, and Sustainability identified as part of that project. This will be a starting point for the discussion around active transportation. The visioning exercise will also incorporate biophilic principles which may include the following.

- Promote visual and physical connection to nature
- Build upon existing natural systems such as the presence of water and solar access
- Amplify understanding and awareness through educational signage, public art, and intuitive wayfinding
- Increase access to nature by expanding locations for trees and plants and selecting plants that support habitats for pollinators and birds

### 4.1 City Staff and Key Stakeholder Visioning Workshop

The vision and goal setting will be broken into two workshops. First, MUD will lead and facilitate a Visioning Workshop with key project stakeholders including city staff and key members of the community with a technical understanding of pedestrian and bicycle systems such as BPAC members. This will be in preparation for the Community Vision Workshop and will give the project team a chance to vet ideas before sharing them publicly.

### 4.2 Community Vision Workshop

Following the staff and key stakeholder Visioning Workshop, MUD will lead and facilitate a Community Vision Workshop which provides an opportunity to speak directly with the community, talk through goals of the project and their alignment with past project efforts, and listen to the community’s concerns—helping us further shape the “problem” and build community trust. We will also discuss potential recommendations as a way to inspire attendees and shift from talking problems to talking solutions.

We will review case studies and precedents including potentially a visual preference survey. Exact format and details of the workshop will largely depend on public health policies and the progression of the COVID-19 Pandemic; however, we can conduct successful workshops either in person or virtually.

Both of these workshops will occur early on in the project to inform the direction of the overall effort and help the project team and the City be efficient, strategic, and accountable in decision making related to active transportation. After the Vision Sessions, MUD will summarize and codify key takeaways and create a one-page “North Star” infographic articulating the project Vision and Goals.

#### DELIVERABLES

- ❑ City Staff and Key Stakeholder Visioning Workshop preparation and materials
- ❑ Community Vision Workshop and Goal Setting Workshop preparation and materials
- ❑ Vision and Goals “North Star” Infographic



A pedestrian perspective illustration developed by MUD for a vision workshop for an industrial mixed use corridor project

## Task 5 Engagement

MUD will lead overall project engagement with support from NN Engineering and city staff. Engagement with key stakeholders and the overall community will be conducted throughout the project, in approximately three (3) engagement cycles: Existing Conditions/Visioning; Initial Findings/Recommendations/Future Conditions Analysis; and Final Plan. Details on the engagement conducted at each of these three (3) cycles are described and budgeted in Tasks 3, 4, 7, and 9, respectively.

### 5.1 Engagement Plan

MUD will develop an Engagement Plan in close coordination with the City and NN Engineering. We will discuss key details of this plan during the project kickoff and codify our understanding and approach into a “living” document used to guide our work throughout the project. The primary objective will be to ensure meaningful engagement which means reaching out to the right groups, at the right time, with the right technique. To ensure our success, we incorporate the following guiding principles into our engagement plans.

- 1. Transparent and respectful.** We will keep meetings as concise as possible, understanding that too many meetings that are too long will contribute to project “burnout.” We will clearly explain to those who participate how their input will inform subsequent project work. It is important to be clear and transparent as to how their input will be used and what the next steps of the process (and their potential involvement) will be. We will also establish clear “rules of engagement” to ensure a respectful dialogue even in the face of opposing thoughts.
- 2. Thoughtful and deliberate.** From project branding to key messaging, we will ensure all public facing material cultivate stakeholder interest, excitement, and understanding and is culturally relevant, avoiding jargon, metaphor, or euphemisms that might not be easily understood, especially when translated into languages other than English. Our goal is to create a strong project brand that builds community trust and support throughout the process.
- 3. Adaptable.** We’ve found that no matter how thoughtful a plan is, unexpected circumstances are bound to arise and meaningful engagement requires a dynamic, responsive approach. As such, we encourage our clients to adopt a dynamic process to engagement and will ensure after each milestone, the entire project team assesses our engagement and determines any adjustments we can make in order to better reach our goals. These checkpoints and, when necessary, corrections are crucial to ensuring a successful outcome that builds project support throughout the project.

The Engagement Plan will include the following elements:

**Schedule and milestones:** We will plan community engagement events at key points in the project for feedback received actually informs the project work. This is critical to ensure engagement is meaningful and not merely “checking the box.” We will work closely with the project team to determine the specific activities and timeline to add the most value to the project.

**Target audiences:** We will work with the project team to finalize the list of audiences we aim to reach as part of the Active Transportation Plan and will plan specific engagement activities to reach each audience at the relevant project milestone. We expect the target audiences to include the following.

- **Community:** Wide range of participants including residents, business owners, property owners, those who work in Mountain View, and members of surrounding communities
- **City Staff:** Including the core project team (the City Project Manager, Public Works, Planning, and other related departments)
- **Outside Agency Staff:** Staff from other area agencies with a direct or indirect role in active transportation such as but not limited to VTA or Santa Clara County Public Health Department, to be determined with the project team
- **Boards, Committees, and Decision-Making Bodies:** Bicycle and Pedestrian Advisory Committee, City Council (and the Council Transportation Committee), Environmental Planning Commission, and the Parks and Recreation Commission

**Project Branding:** Our team provides professionally designed, custom-made branding and style guides for projects that are compelling and easily recognizable. Our team will work closely with City staff to design a project brand that will be relevant and compelling for the Mountain View community. We will apply this brand to project deliverables, templates, the project dashboard, and any other public facing material.

**Tools, Techniques, and Platforms:** The tools and techniques used during the three (3) cycles will be determined in coordination with the city and key stakeholders. However, we expect our toolbox to include the following techniques:

- **Community Workshops:** Engagement techniques may include virtual or in person workshops, surveys, media campaigns, walk audits, and info sessions, and are often meant to spread broad community awareness and understanding of the project, to gauge the pulse of the community at large, and to seek input at key decision points in the project. We also like to include

an “online equivalent”/asynchronous workshop so that people can participate in the workshop even if they are unable to attend the synchronous event.

- Crowd Sourced, Survey, and Online Activities:** Our team is fluent in digital crowd sourcing and engagement tools and we expect to leverage a variety of tools to supplement our engagement. Street Story, Maptionnaire, and Bang the Table (which the City already has, though it appears inactive) are our top recommended online engagement forums with mapping capabilities. Our goal will be to reach a wide audience and make it easy for people to participate and share their ideas.
- Meeting People Where They Are:** In both the literal and figurative sense, we will seek to “meet people where they are” which is an important strategy for crafting opportunities to reach the most community members. Outreach at established and popular events, community gathering sites, and digital spaces can aid in those efforts. Fun, family-oriented activities such as active transportation scavenger hunts attract attention and can be a touchpoint to share project information, gather input, build project “buzz” and perhaps reach an audience that may not otherwise actively engage. Connecting with people in the physical space is another way to increase participation in the virtual space and we will identify key milestones where we will “hit the streets” to increase overall engagement.
- Eye Catching Informational Material and Public Notifications:** We will create a series of informational material at key points of the project that can be distributed through a variety of channels. We expect to primarily use the project website/dashboard, social media, and e-newsletters and will regularly use these platforms to notify the public about project updates and ways they can engage.
- Key Messages:** We will prepare nuanced messaging catered to each group we are trying to reach that addresses the “who, what, where” of the project and a call-to-action. We will use techniques best suited to the feedback we are seeking from that audience at that point in time. Establishing a set of clear and relevant key messages to target audiences is an important initial step in project development. Important considerations for key messaging include a clear narrative that is tailored to be relevant to the audience/community and intentionally choosing terminology that is culturally relevant and avoids jargon, metaphor, or euphemisms that might not be easily understood, especially when translated into languages other than English.
- Community Champions and Advocates:** Our team recommends leveraging the resources and networks of local champions and trusted community voices as a way to build widespread community awareness

and support for the project. We will work with the city to identify strategic partners and community-based groups to leverage established, trusted networks and increase overall participation in engagement throughout the project.

## 5.2 Project Dashboard

NN Engineering will develop a website to serve as a project dashboard to keep the public and other key project stakeholders up to date on project purpose, vision and goals, project timeline and progress to-date, and community engagement activities. As noted above, project websites can be developed on platforms such as Bang the Table and Maptionnaire. The project team has also built project websites using hosting services such as Wix. We will work with the city to identify the preferred platform for the project dashboard.

### DELIVERABLES

- Engagement Plan
- Project Dashboard



Sample community engagement activity: Scavenger Hunt for active transportation and transportation safety characteristics

Item to Find	Description	Item to Find	Description
<input type="checkbox"/> Murals	Murals make public art accessible to everyone and add color, vibrance, and character to communities. Murals can have therapeutic effects for mental health, and provide social, cultural, and economic benefits.	<input type="checkbox"/> Creative bike rack	Bike racks help keep bikes secure, but they can also be fun and creative—come in unique shapes, like a bike, a star, or an animal. Can you find a creative bike rack?
<input type="checkbox"/> A park near your home	Parks come in all shapes and sizes. It could be a small plaza, big playground, baseball diamond, basketball court, or a walking trail along a river—wherever you love to go to play or enjoy nature.	<input type="checkbox"/> Marked crosswalk	Marked crosswalks are painted with white lines or zebra stripes on intersections or in the middle of blocks. Can you find a safe, well-marked crosswalk?
<input type="checkbox"/> Curb extension	Curb extensions are designed to make intersections safer by slowing down turning vehicles and shortening the walking distance between the curbs.	<input type="checkbox"/> Your favorite restaurant, market, or food truck	Where is your favorite place to eat that you can walk or bike to? Find a restaurant, cafe, market, food truck, or any other spots you can track off!
<input type="checkbox"/> School in your neighborhood	Did you know there are over 200 schools in Stanislaus County? Show us what it's like to walk or bike to a school near you.	<input type="checkbox"/> Curb ramp	Curb ramps are sloped surfaces that make sidewalks accessible for everyone, including people using wheelchairs, wheelchairs, or other mobility devices.
<input type="checkbox"/> Pedestrian-estimated walk signal	These signals have buttons that activate a flashing signal to stop traffic and allow pedestrians to cross the road safely.	<input type="checkbox"/> Speed humps	A speed hump is designed to slow down traffic on streets. They typically reduce vehicle speeds to 10-20 miles per hour, which makes the road safer for people walking and biking.
<input type="checkbox"/> Off-street Path	Off-street paths provide a space for walking and biking that is off the street and separated from vehicle traffic. These paths are comfortable and safe for people of all ages and abilities to walk and bike.	<input type="checkbox"/> Bike route sign	Be on the lookout for bike route signs near bike trails or bike lanes. They are green with a white symbol, and help people find bike routes nearby.
<input type="checkbox"/> Bicycle lane	Bicycle lanes are dedicated spaces for bicycles to ride on the street. They are usually separated from cars, trucks, and buses by a solid white line or a striped "buffer" space several feet wide.	<input type="checkbox"/> Statue or Sculpture	Stanislaus County is full of historical statues and public sculptures—find one near you!
<input type="checkbox"/> Bicycle sharrow	Some streets are marked with a "sharrow" symbol in the middle of the lane. These are places where bicycles share the full lane with cars and other vehicles.	<input type="checkbox"/> School-zone sign	School zones are marked with a variety of signs to keep the roads safe. Some signs require drivers to slow down at certain times of the day when school is in session.



## Task 6 Recommendations

During this task NN Engineering will document the projects identified to this point that have a potential to increase the number of people safely walking and bicycling in Mountain View and elevate those that have the most potential to serve the community in accordance with vision and goals expressed during the MV Access Plan and this project's visioning, engagement and analysis. MUD will coordinate with NN Engineering in prioritizing recommendations for improvements by integrating the land use context into the analysis.

### 6.1 Identify Potential Projects

Based on the technical analysis and visioning work completed in Tasks 2, 3, and 4, our team will develop a comprehensive list of potential bicycle and pedestrian infrastructure improvements that integrate green streets design elements.

Site specific improvements, such as sidewalk infill locations, missing curb ramps, and enhanced crossing features will be identified. Individual improvements will be grouped together based on short segments, nodes, or zones/areas, to create projects that will ease implementation and be better positioned for grant applications. A map will be created to depict the recommended pedestrian infrastructure locations, along with a toolkit detailing the pedestrian route types and infrastructure improvements.

Bicycle recommendations will consist of individual infrastructure projects, consistent with the project goals and objectives. In addition to maps, all improvements will be compiled into a searchable database format. This list becomes the key input to the three-step evaluation framework described in Task 6.2.

### 6.2 Project Prioritization

NN Engineering will develop a decision matrix based on the Access MV equity analysis, community engagement, and technical analyses described earlier. A detailed decision matrix is a useful method to document data, analysis, opportunities, constraints, and key considerations that may impact the overall recommendations and prioritization of projects, such as degree of change (if it's in a stable area or if there is plan guidance to support a change in use, density and/or form), and areas of priority (based on past plans such as Access MV, community input, analysis, data, and parallel facility consideration).

Projects will then be scored based on "project scoring criteria" that score each project's potential to achieve

stated goals such as consideration of the need for "green streets" or biophilic roadway design treatments. Specific criteria to support scoring and prioritization will be developed when the project goals and desired outcomes are finalized.

#### Step 1: Screening

The project team will screen the list of identified projects. Screening focuses on organizing investments by project and sorting projects by potential funding sources. The screening process will only remove projects that are misaligned with the plan's goals and objectives. Projects that fall outside of Mountain View's jurisdiction will be maintained through the screening process to provide a full picture of investments for the scenarios.

Example screening criteria include the following:

- Is the improvement attached to a specific geography? If so, is it on a state, county, or local road?
- Is the improvement within the purview of the City's responsibilities?

#### Step 2: Scoring

Scoring ranks projects based on their alignment with plan goals and desired outcomes. Weighting of goals or criteria will also be revised as needed to match the community's values, needs, and technical priorities. All projects, regardless of mode, will be scored with the same criteria. The project team will develop a recommended list of projects for review with the city staff. This recommended list will be used for the final step in the evaluation process.

#### Step 3: Prioritizing

With a preferred scenario, the project team will collaborate with the city and key stakeholders to answer questions about each project. This exercise will help to determine which investments are the highest priority given their need and potential value for the community. The project team will work with the city to review and revise the project prioritization criteria identified in Access MV to better reflect the evolution of that work in this current plan. The project identified projects, prioritization process, and final prioritized list will be summarized in a Project Prioritization Report.

### 6.3 Draft Active Transportation Concepts

NN Engineering and MUD will collaborate on the development of draft active transportation concepts for the list of recommended projects. We will produce illustrative renderings, cross sections, and diagrams to communicate the concepts to members of the community and help refine the vision for each of the recommended projects. Concepts will include context sensitive recommendations (such as variations for residential or commercial/mixed use streets), complete street elements, green street design characteristics, and other relevant characteristics. Green street elements will be compiled in a typology or countermeasures toolbox, which will complement the proven safety countermeasures previously prepared by NN Engineering for the MVLRSR project. All graphics will be appealing and approachable to both technical and non-technical audiences.

The appropriate mix of renderings, cross-sections, and diagrams needed to communicate each draft active transportation concept will depend on the final list of recommended improvements identified during task 6.2. Based on conversations and guidance from City staff during our scope negotiations, the project team has proposed a budget that reflects the following assumptions:

- We anticipate approximately 40 projects will be included in the recommended project list, based on the City's current three-year Capital Improvement Program and five-year Paving Projects list.
- Approximately two (2) of these 40 projects will be considered "vision projects," and each vision project will be documented with one (1) photo rendering, one (1) plan drawing, and one (1) basic cross section.

- Approximately eight (8) of these 40 projects will be considered "concept projects," and each concept project will be documented with one (1) enhanced cross section.
- The remaining 30 projects will be documented with one (1) basic cross section.

This proposed list of drawings and documentation is open to revision as the project progresses and priority projects are identified. For up to 10 of the anticipated 40 projects, the team will compile associated graphics into a draft active transportation conceptual cutsheet. These cutsheets will be formatted so that they can be readily shared across a variety of platforms as needed including digital presentations, printable hand-outs, and large-format posters.

### 6.4 Policy and Code Recommendations

As noted in Task 2, NN Engineering will also suggest policy and codes that should be strengthened or diminished in support of a more multimodal, sustainable future. The nature of potential revisions will be suggested but actual code revisions are outside the proposed scope. The work from this task will be presented in a technical memo.

#### DELIVERABLES

- Project Prioritization Report
- Draft Active Transportation Concepts including simple photo renderings, sketch renderings, cross sections, diagrams, and cutsheets
- Technical Memo of Potential Policy and Code Revision Recommendations

## Task 7 Future Conditions Analysis

### 7.1 Future Conditions Scenario Planning

After scoring projects, the project team will shape top-ranking projects into three (3) future condition scenarios that advance the Active Transportation Plan goals in different ways. The scenarios will include capital projects as well as policies and the consideration of maintenance programs such as those recommended in the Community Tree Master Plan. Scenarios will help the community understand how combinations of investments can advance sustainable multimodal transportation priorities in different ways. Scenarios support objective, transparent, and informed decision-making about where to invest limited resources to achieve plan goals.

Scenario planning will help the community members and stakeholders:

- Understand how combined active transportation and green streets/biophilic design elements interact to improve the transportation user experience
- Illustrate the relative tradeoffs associated with transportation performance goals and targets
- Identify performance measures, develop baseline data, and confirm methods the City can use to monitor and track progress

The scenario process is designed to be responsive to stakeholder input and to incorporate direction in ways that foster productive dialogue about potential futures and tradeoffs. Each scenario will include a mix of investments that maximize benefit to achieve plan goals in different ways. Public input via the Scenario Planning Workshop will confirm whether the mix of priority projects and programs accurately reflects and advances the community's top active transportation needs.

## 7.2 Scenario Planning Workshop

A second community workshop will be held to present packages of goal-focused, priority projects and policies. MUD will lead the preparation and facilitation of a Scenario Planning Workshop to gather input on the three scenarios with support from NN Engineering and the city. Building on the first community workshop, we will present the recommendations that informed the three (3) scenarios and engage participants in a discussion around prioritization, implementation, and trade-offs. The workshop will be held in-person or online based on the

City's direction. Interpretation and accessibility services will be provided by the city as needed.

Following the Scenario Planning Workshop, the project team will revise the list of recommended projects and policies for review and approval by the City for the planning level cost estimates and implementation plan.

### DELIVERABLES

- Development of three (3) future condition scenarios
- Scenario Planning Workshop preparation and materials
- Revised list of recommended projects and policies

## Task 8 Cost Estimation and Implementation Plan

### 8.1 Planning Level Cost Estimates and Implementation Plan

NN Engineering will prepare planning level costs for the prioritized projects and to implement the proposed programs. We will work with City staff to develop unit costs for bicycle and pedestrian facilities based upon recent construction projects in the city. The unit costs will be applied to the mileage or numbers of proposed bicycle and pedestrian facilities. Likewise, we will research life cycle and maintenance costs and factor this into the prioritized projects.

In addition to community buy-in and regulatory approval, project and program implementation is largely dependent on financing. We will summarize financial constraints and implementation challenges facing Mountain View and propose solutions, alternatives, and potential funding sources to realize the vision, goals, and objectives of the active transportation enhancements. Implementation challenges may include, but not be limited to, acquisition of right-of-way, securing construction and maintenance funding, designing projects that provide access for all roadway users, and meeting environmental standards.

NN Engineering will consider grant funding goals and criteria of county, metropolitan planning organization, state, and federal agencies such as, but not limited to, Caltrans' Active Transportation Program, Highway Safety Improvement Program, and Sustainable Transportation Planning Grants; California Office of Traffic Safety programming grants; collaborative exploration of public and nonprofit funding with public health partners; and new programs that will be announced in 2022 as a result of the Bipartisan Infrastructure Bill passage.

As part of the Implementation Plan, we will phase the projects appropriately to put the city on course for a targeted pursuit of funds. We will also include suggested performance measures and evaluation criteria to monitor the city's progress toward stated goals. We will compile all cost estimates, potential funding sources implementation guidance and monitoring recommendations into a Cost Estimation and Implementation Plan.

### DELIVERABLES

- Cost Estimation and Implementation Plan

## Task 9 Preparation of Draft and Final Reports

One key to a well-used plan is its legibility. The technical analyses summarized in previous tasks will result in a prioritized and phased list of programs and projects that responds to identified issues and opportunities. Though the technical aspects are essential to the basis of the Plan, it will be written in a fashion that is easy to read for policy makers and the public alike.

MUD will support NN Engineering in creating the drafts and final report by providing content specific to MUD's project work. This includes text, graphics, and supporting imagery related to the land use/built form context and the green streets/biophilic design recommendations.

## 9.1 Outline

The Plan will integrate work from previous tasks to create a blueprint for future investments in walking and bicycling. Before the submittal of the Administrative Draft Active Transportation Plan, NN Engineering will submit an annotated outline of the Plan for the project team's review and approval.

Anticipated Plan elements include:

- Executive Summary
- Vision and goals to redefine the role of walking and bicycling in Mountain View
- Existing Conditions Overview including background materials review and data summary
- Access MV network analysis for active transportation
- Identification of recommended projects within identified networks based upon a vetted prioritization framework that responds to community values
- Policies and programs to encourage, educate, and enforce a culture of safety and mutual awareness of all users on Mountain View's streets
- Summary of public and stakeholder outreach
- Non-motorized monitoring strategies to determine if the City is achieving plan goals and to inform future Active Transportation Plan implementation
- A prioritized project and program action plan that applies the prioritization framework and directs resources to where they will make the biggest gains in safety, connectivity, and comfort

## 9.2 Administrative Draft Active Transportation Plan

We recommend that the Administrative Draft Active Transportation Plan be prepared in Word in order to simplify the review and revision process among the internal team including City staff on the Project Development Team. This Administrative Draft will build on the approved outline. It will incorporate the summaries of key technical analyses prepared during the planning process that are instrumental to understanding the issues and opportunities. However, we recommend the plan reference most technical work and technical memos related to potential standard and municipal code updates as appendices to keep the plan a manageable size (approximately 50 pages) and publicly approachable document. The City will provide one set of consolidated non-contradictory directive comments. The project team will facilitate up to two (2) project team meetings to reconcile conflicting comments. NN Engineering will provide a comment tracking sheet for reference between all plan drafts.

## 9.3 Draft Active Transportation Plan

This draft will be prepared in In-Design using the template prepared during our initial phases of engagement. We recommend this version be reviewed by the city and circulated to key stakeholders and committees. The project team will also conduct presentations on the Draft Active Transportation Plan for city-identified committees at this time as described in Task 10.

The city will be responsible for gathering comments from the stakeholders to share with NN Engineering. We will process the comments and work with the City to determine how to address contradictory and non-directive comments to prepare the Draft Final Active Transportation Plan. The project team will facilitate up to two (2) meetings to reconcile conflicting comments.

## 9.4 Draft Active Transportation Plan Community Meeting

NN Engineering and MUD will create materials for the Draft Active Transportation Plan Community Meeting. City staff will lead the meeting, which will focus on gathering final public comments on the proposed projects and policies included in the Plan. NN Engineering will collect and process community comments and work with the city to determine how to address any contradictory and non-directive comments for use in preparing the Final Plan that will go before City Council.

## 9.5 Draft Final Active Transportation Plan

A Draft Final Active Transportation Plan will be provided for final City and stakeholder review prior to City Council approval. The project team will facilitate up to two (2) project team meeting to reconcile final conflicting comments.

## 9.6 Final Plan

NN Engineering will prepare a Final Plan as revised based on comments received during the previous reviews. The project team will also conduct presentations on the Final Active Transportation Plan for City Council as described in Task 10.

## DELIVERABLES

- Outline
- Administrative Draft Active Transportation Plan
- Draft Active Transportation Plan
- Draft Final Active Transportation Plan
- Final Active Transportation Plan
- Comment tracker



# Task 10 Presentations

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## 10.1 Project Presentations

NN Engineering will prepare and deliver presentation materials at several committee and/or City Council meetings throughout the project period including, but not limited to, City Council or Council Transportation Committee and the Bicycle/Pedestrian Advisory Committee and/or the Parks and Recreation Commission. Based on our experience working on projects with the City and the project length of 18 months, we have budgeted for eight (8) formal presentations to committees or Council. Internal staff presentations or engagement with stakeholders are accounted for in previously described tasks.

### DELIVERABLES

- Up to eight (8) project presentations as requested throughout the project