winter consulting

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Iteris and Winter Consulting's Proposal for

Stevens Creek Boulevard Corridor Vision Study

Submitted to:

CITY OF SANTA CLARA CALIFORNIA 1852 THE MISSION CITY

CITY OF CUPERTINO EST. 1955

CITY OF SAN JOSE CAPITAL OF SILICON VALLEY

THE COUNTY OF SANTA CLARA 1850

Santa Clara Valley Transportation Authority

November 20, 2021

08063-145.22

iteris®

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1999 Harrison Street, Suite 2125
Oakland, CA 94612

COVER LETTER

June 1, 2021

Stevens Creek Corridor Transit Steering Committee
c/o City of San José District 1
Attn: Raania Mohsen
200 East Santa Clara Street, San José, California

Re: Stevens Creek Corridor Vision Study

08063-145.22

Dear Sir/Madam:

Iteris, Inc. (Iteris) is the leader in smart mobility infrastructure management for the transportation industry headquartered in California. Our firm specializes in providing solutions in transportation planning, traffic engineering, Traffic Signal Systems, and Intelligent Transportation Systems (ITS). Iteris combines its specialties to design and implement innovative solutions that help agencies reduce traffic congestion, enhance system reliability, improve mobility and safety, and advance the development of thriving communities. We are also pleased to be joined by **Winter Consulting**, specializing in outreach to provide comprehensive, complete, and seamless consulting services to this project with an integrated team.

This scope of work is based on the VTA Stevens Corridor Vision Study: Add-on task to the Strategic Plan for Advancing High-Capacity Transit Corridors. However, it was modified to broaden the scope beyond a transit corridor study to bring all types of mobility improvements to support the vision of the corridor. While transit certainly will be a large part of the discussion and analysis, the corridor has many vehicle, operational, bicycle and pedestrian, and land use issues, which when taken in consideration, can lead to a stronger corridor vision to meet overall mobility and safety goals.

We are proposing an experienced and highly responsive management team for this important assignment, as follows.

- ✓ **Mr. Sean Daly, AICP, PTP**, will serve as the Project Manager. With over 20 years of experience. Sean is one of Iteris' most seasoned transportation professionals. He has over a decade of experience completing successful community-driven transportation planning projects
- ✓ **Ms. Corinne Winter** will serve as the Deputy Project Manager. Corinne formed Winter Consulting in 2015 after a decade of leadership in the nonprofit transportation community as the Executive Director of Silicon Valley Bicycle Coalition and the Board Chair of TransForm. Corinne is a recognized leader in all aspects of community strategy and outreach services.
- ✓ **Mr. Viggen Davidian, PE**, will serve as the Program Manager and Principal in Charge. A registered engineer, with nearly 40 years of experience, Viggen is the Practice Leader for Iteris' Transportation Planning Discipline.

Thank you for the opportunity to submit our proposal. Iteris looks forward to assisting the Stevens Creek Boulevard corridor agencies on this important project. Please contact me at (949) 270-9527 or rmm@iteris.com should you have any questions.

Sincerely,
Iteris, Inc.

Ramin Massoumi, PE
Senior Vice President and General Manager
Consulting Solutions

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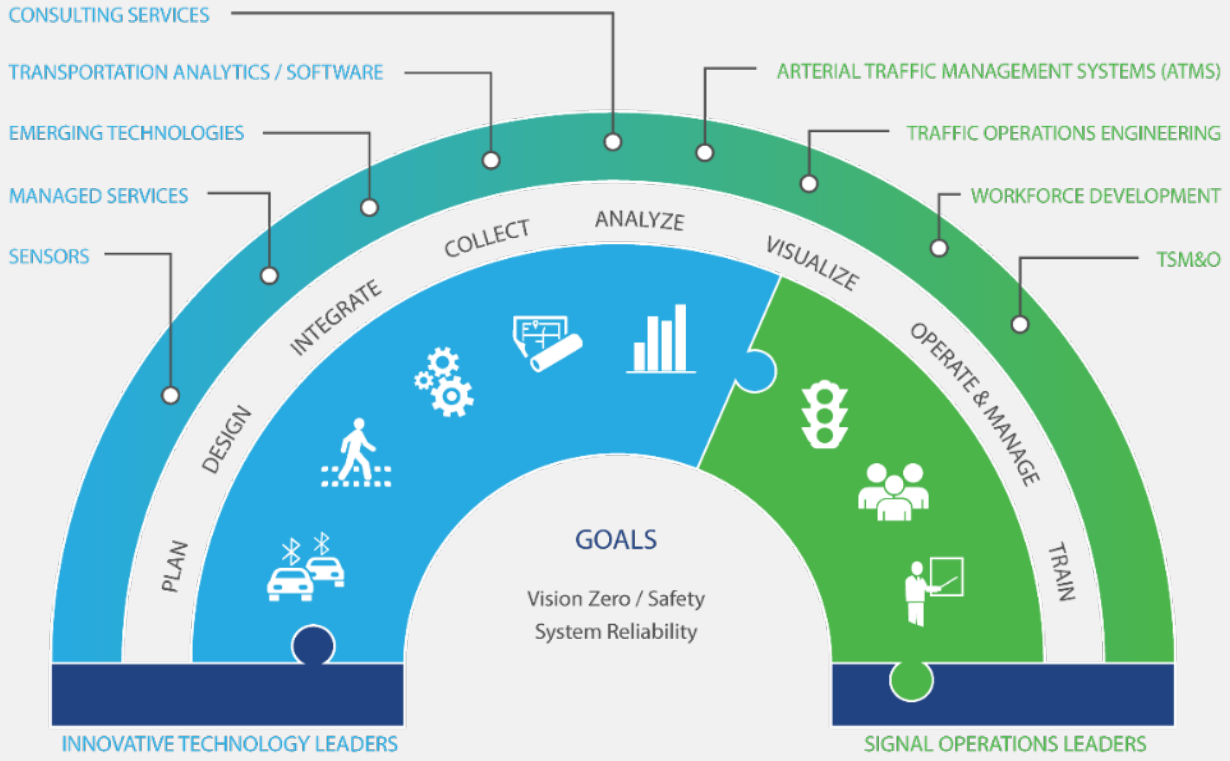
SHARED GOALS FOR SAFETY AND ENHANCED MOBILITY

Iteris is the global leader in smart mobility infrastructure management – the foundation for a new era of mobility. We apply cloud computing, artificial intelligence, advanced sensors, advisory services, and managed services to achieve safe, efficient, and sustainable mobility. Our end-to-end solutions monitor, visualize, and optimize mobility infrastructure around the nation to help ensure that roads are safe, travel is efficient, and communities thrive.



PROJECT TEAM

Our staff have many years of extensive experience with on-call consulting services for various clients, having successfully managed and completed hundreds of on-call task orders for a wide variety of public agencies.

Iteris, Inc., a publicly traded corporation (NASDAQ: ITI), is the market leader in smart mobility infrastructure management since 1987. Iteris' 425+ staff have decades of expertise in traffic management, along with superior services and patented products that help detect, measure, and manage traffic and vehicular performance, minimize traffic congestion, enhance safety, and empower Iteris clients with solutions to better manage their transportation networks. Iteris team members are experts in the fields of transportation planning, traffic engineering and transportation technology. Knowledge of these practice areas enables Iteris to provide comprehensive services ranging from initial studies, forecasting, planning, and design, through implementation and performance monitoring to integrate land use planning, urban design and land use policy. The firm is headquartered in Santa Ana, CA and has offices nationwide, including Oakland.

The Iteris team brings local knowledge with national expertise to help our clients navigate and execute their transportation goals.

Winter Consulting Group, LLC, was established March 9, 2015. Their team brings 45 years of combined experience engaging diverse stakeholders—from city and transit agency staff and elected officials to community leaders, business representatives, and stakeholders from the general public. In their firm's six years of business, they have developed a strong reputation for performing high-quality outreach on behalf of their clients. They have extensive experience interfacing with the business community along with a special passion for increasing the use of rail in the Bay Area and the mega-region beyond.

Winter Consulting brings deep local transportation outreach experience in the community.

The Iteris team possesses a tremendous depth of experience of traffic engineering, design, and planning experience that are required for a multijurisdictional corridor planning project. Iteris is well known within the industry and has a long history of successful projects similar in scope for several California agencies. Iteris has initiated over 1,000 transportation planning and engineering projects within the last five years for a wide range of public and private entities including local agencies, counties, MPOs, and Caltrans. ***With a proven track record of on-time, within-budget performance, approximately 70% of these projects represent repeat clients - a testament to Iteris' ultimate goal of client satisfaction.***

Iteris implements high-quality deliverables through adherence to a quality assurance program that ensures accuracy, product usability, and an overall commitment to product excellence and client satisfaction. As project manager, Mr. Sean Daly, AICP, PTP ensures the team commitment to these objectives by identifying goals at the outset of the project and monitoring the product implementation and delivery process.

Iteris' project management process is designed with checks and balances that have resulted in Iteris' impressive track record of success on similar projects. Iteris project management objectives are developed to:

- Provide a comprehensive technical description and work definition for the entire project.
- Develop a viable cost and schedule plan that reflects the planned performance of the work.
- Establish a comprehensive control system that provides the necessary status information to the Project Development Team (PDT) and Iteris management.
- Identify problem areas early and initiate corrective action.
- Communicate information to the PDT on a regular and timely basis.
- Ensure thorough documentation through an effective Quality Assurance/Quality Control process.

:

Our Team

Sean Daly AICP, PTP
Project Manager

Mr. Sean Daly, AICP, PTP, is our proposed Project Manager. He has 20 years of public sector and professional consulting experience in transportation planning and started with Iteris in 2006—and has worked nearly continuously on Port projects since that time. His approach to planning puts people first to ensure access and connectivity rather than barriers and isolation. He is supported by Iteris' focus on to bring professional planning services to his clients through a broad array of knowledge, expertise and experience in transportation impact analysis; multimodal studies; corridor analysis; analytics; transportation finance; and the regional travel demand model process.

Sean Daly, AICP, PTP

Corinne Winter
Deputy Project Manager

Ms. Corinne Winter formed **Winter Consulting** in 2015 after a decade of leadership in the nonprofit transportation community as the Executive Director of Silicon Valley Bicycle Coalition and the Board Chair of TransForm. Corinne is a recognized leader in all aspects of community strategy and outreach services. Corinne's experience includes robust outreach to diverse stakeholders including city and transit agency staff, elected officials, developers, community leaders, and business leaders.

Corinne Winter

Viggen Davidian, PE
Principal-In-Charge

Mr. Viggen Davidian, PE serves as a Vice President for Iteris and has been with the firm since February 1994. He has over 40 years of comprehensive project and management experience in transportation planning, traffic engineering design, and civil engineering, in both the private and public sectors. Mr. Davidian's technical expertise includes comprehensive multimodal area and corridor studies, traffic operations, travel demand forecasting, alternatives analyses, and environmental impact assessment for major highway and transit projects.

Viggen Davidian, PE

David Huynh, PE
Senior Advisor

Mr. David Huynh, PE serves as an Associate Vice President and has been with Iteris since June 2014. He brings over 23 years of transportation experience having worked in both the public and private sectors with a focus on traffic engineering, design, Intelligent Transportation System, operations, signal systems, communications design, Transit Signal Priority design and implementation, connected vehicle, and system engineering. David is an expert on the traffic signal systems in the South Bay and previously served as the Senior Transportation Engineer for the City of Fremont. David was the project manager for the Signal retiming for Stevens Creek Boulevard from Bubb Road to Tantau Avenue as part of MTC's PASS program.

David Huynh, PE

Ted Huynh, PE, TE

Technical Lead

Mr. Ted Huynh, PE, TE serves as a Senior Engineer for Iteris and has been with the firm since November 2017. He has over 10 years of experience working in the field of transportation engineering. His expertise includes traffic operations analyses, transportation impact analyses, traffic microsimulations, parking management planning, rail planning, complex spreadsheet and dataset analyses, cost estimation, and benefit-cost analyses. Mr. Huynh's software experience includes VISSIM, Synchro, SimTraffic, Traffix, ArcGIS, HCS, Adobe Creative Suite, Microsoft Office and AutoCAD. He worked on the Stevens Creek Bus Rapid Transit Project – Conceptual Engineering services while with a previous employer.

Ted Huynh, PE, TE

Ellena Tran

Outreach Coordinator

As an outreach coordinator at **Winter Consulting**, Ms. Ellena Tran has developed strong relationships with community-based organization leaders. Through these collaborations, Ellena has developed a broad understanding of best engagement practices for a number of different communities throughout the Bay Area. She is a seasoned outreach coordinator who has run many pop-up tabling events, workshops, and focus group meetings (both in-person and online). Her welcoming and cheerful attitude helps her successfully connect with community members.

Ellena Tran

Stephanie Mak, AICP

Technical Support

Ms. Stephanie Mak, AICP serves as an Associate Engineer with Iteris and has been with the firm since April 2018. She has over five years of experience working in the fields of transportation planning and analytics. Her expertise includes transportation performance monitoring/metrics, benefit-cost analyses, transit operations analysis, dataset analyses, data visualization and database development. Ms. Mak has extensive experience with GIS and using the "R" scripting language to manage large datasets, performing statistical analysis and developing transportation performance metrics. She previously worked at MTC.

Stephanie Mak, AICP

Jin Eo

Technical Support

Jin serves as an Assistant Planner for Iteris and has been with the firm since December 2019. She has over six years of experience working in the fields of transportation planning with specific experience as a traffic modeler and analyst. Ms. Eo will be supporting the modeling and transportation planning facets of Iteris' Mobility group. Prior to Iteris, Ms. Eo worked for an established transportation planning firm and has held internships with the Los Angeles County Metropolitan Transportation Authority (Metro), the City of Los Angeles, and the Orange County Transportation Authority (OCTA). She has experience applying regional and local transportation models, GIS, and is skilled at using such tools as TransCAD, PeMS, Vistro, Synchro, and Streetlight data. Jin is a native of Santa Clara.

Jin Eo

Our Relevant Experience

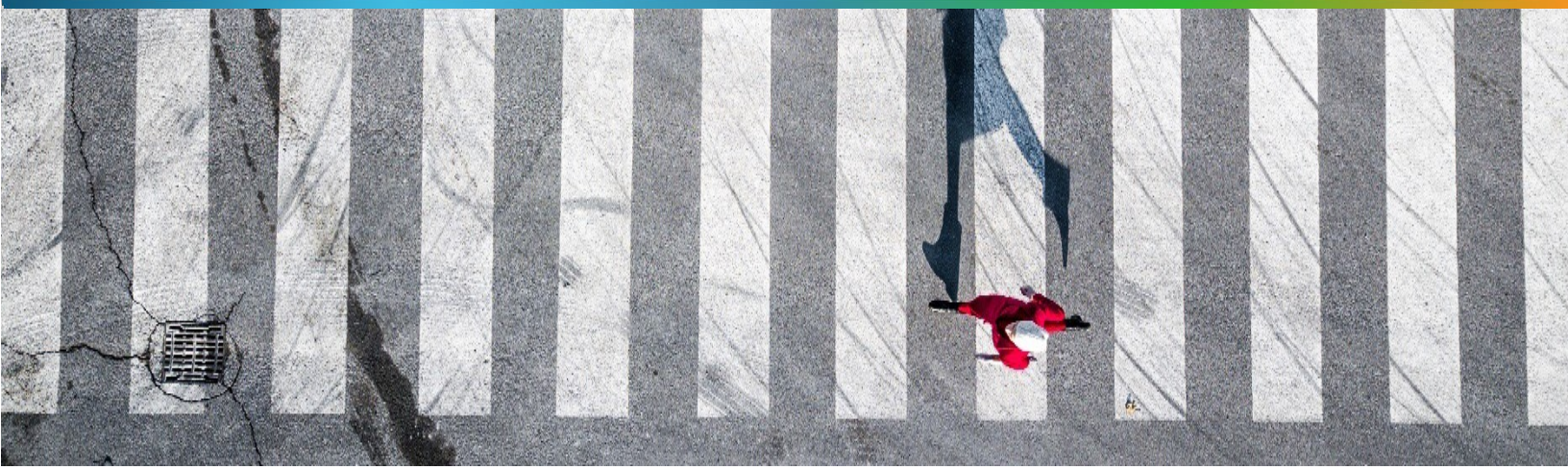
A selection of relevant experience of past and ongoing projects are shown in **Table 1** for Iteris and **Table 2** for Winter Consulting.

Table 1 – Relevant Iteris Experience

Projects	Transportation Planning	Traffic Engineering	Multimodal Corridor	Outreach	Transit Corridor
Santa Monica Boulevard Transit Parkway	●	●	●	●	●
Omnitrans West Valley Connector BRT	●	●	●	●	●
US 101 Communities Connected	●	●	●	●	-
West San Jose Multimodal Transportation Improvement Plan	●	●	●	●	●
Elk Grove BRT Feasibility Study	●	●	●	-	-
Metro Orange Line Canoga Extension	●	●	●	-	-
Lincoln Boulevard Corridor Plan	●	●	●	●	●
Wilshire Boulevard BRT Study	●	●	●	●	●
El Camino Real BRT Peer Review Support	●	●	●		-
East Broadway Feasibility Study	●	●	●	●	-
San Fernando Valley North-South Transit Corridor Major Investment Study	●	●	●	●	-
Metro Bus Speed and Street Design Improvement Plan	●	●	●	●	-
Orange Grove Roadway Reconfiguration	●	●	●	●	-
Valley Boulevard PAED	●	●	●	●	●
Slauson Corridor Transit Neighborhood Plan	●		●	●	●
MTC's Program for Arterial Signal Synchronization (PASS) for Wolfe Road, Tantau Avenue, El Camino Real, Stevens Creek Boulevard	-	●	●	-	●
MTC's Next Generation Arterial Operations Program (NextGen AOP)	-	●	-	-	●
San Jose 18/19 TFCA Signal Retiming	-	●	-	-	-
AC Transit Line 97 Transit Performance Initiative	-	●	●		
MTC IDEA Conditional Transit Signal Priority in Walnut Creek and Concord	-	●	-	-	●
MTC's Program for Arterial Signal Synchronization (PASS) for Wolfe Road, Tantau Avenue, El Camino Real, Stevens Creek Boulevard	-	●	-	-	●

Table 2 – Relevant Winter Consulting Experience

Projects	Transportation Planning	Traffic Engineering	Multimodal Corridor	Outreach	Transit Corridor
ACE Outreach Services	-	-	-	●	●
Southern Alameda County Rail Study	-	-	-	●	●
San Jose Downtown Transportation Plan	-	-	-	●	-
Dublin Bicycle & Pedestrian Master Plan Update	-	-	●	●	-
Union City Bicycle & Pedestrian Master Plan Update	-	-	●	●	-
ACE Outreach Services	-	-	-	●	-



PROJECT APPROACH

Understanding

The Stevens Creek Boulevard provides vital transportation connections among land use and activity centers in southwestern Santa Clara County as it passes through the City of Cupertino, City Santa Clara, City of San Jose, and County of Santa Clara, while also providing an important transit corridor for VTA services. With limited parallel arterial corridors, it is expected that increases in travel demand in the general area will be heavily concentrated along Stevens Creek Boulevard. The partnering agencies recognize the need to develop a vision and principles for the corridor and provide formal improvement concepts and projects for implementation.

The unique jurisdictional borders in the corridor require a coordinated and cooperative multijurisdictional approach to plan for the future of the corridor to ensure the plan serves all stakeholders including residents, businesses, and visitors with safe, convenient, and practical multimodal mobility.

This effort will build on previous and ongoing efforts while providing a new opportunity to empower stakeholders to guide the future of mobility in the Stevens Creek Corridor. With a complete recognition and understanding of these issues, the consultant team of Iteris and Winter Consulting are pleased to submit this proposal for your consideration.

Scope Concepts

This scope of work is based on the VTA Stevens Corridor Vision Study: Add-on task to the Strategic Plan for Advancing High-Capacity Transit Corridors. However, it was modified to broaden the scope beyond a transit corridor study to bring all types of mobility improvements to support the vision of the corridor. While transit certainly will be a large part of the discussion and analysis, the corridor has many vehicle, operational, bicycle and pedestrian, as well as land use issues, which when taken in concert, can lead to a stronger corridor vision to meet overall mobility and safety goals.

Key concepts in the scope are:

Leadership

- The Current Steering Committee is the policy lead on the project
- A Project Development Team (PDT) composed of representatives from participating agencies is the project coordination group—empowered to make technical decisions throughout the project.
- Due to the multijurisdictional nature of the study, it is recommended that the PDT make decisions based on committee consensus for corridor-wide choices but to accommodate the responsible agency's discretion over infrastructure and service assets.
- The intent is for the study process to foster continued cooperation and not create new, or perpetuate existing, barriers to multimodal mobility in the corridor.

Consensus

- Consensus does not mean full agreement on all issues. In a multijurisdictional study there is a high potential for disagreements over both style and substance since each participating agency brings different perspectives and emphasis on priorities, policy direction and leadership format.
- The team will address disagreement through a determination of acceptance, avoidance, or mitigation as not to result in delays to the project schedule and deliverables.

Involvement

- Public Outreach is integral to the development of the Vision Statement and the selection of preferred solutions in the corridor based on needs.
- Input will be treated the same regardless of venue: *workshop, online, phone,* or *email*.
- Feedback and description of the use of input, follow-up events that show progression and development.

Schedule

- The schedule is divided into three primary parts with technical and outreach components:
    1. Project Initiation
    2. Vision Statement
    3. Implementation Plan

Focus

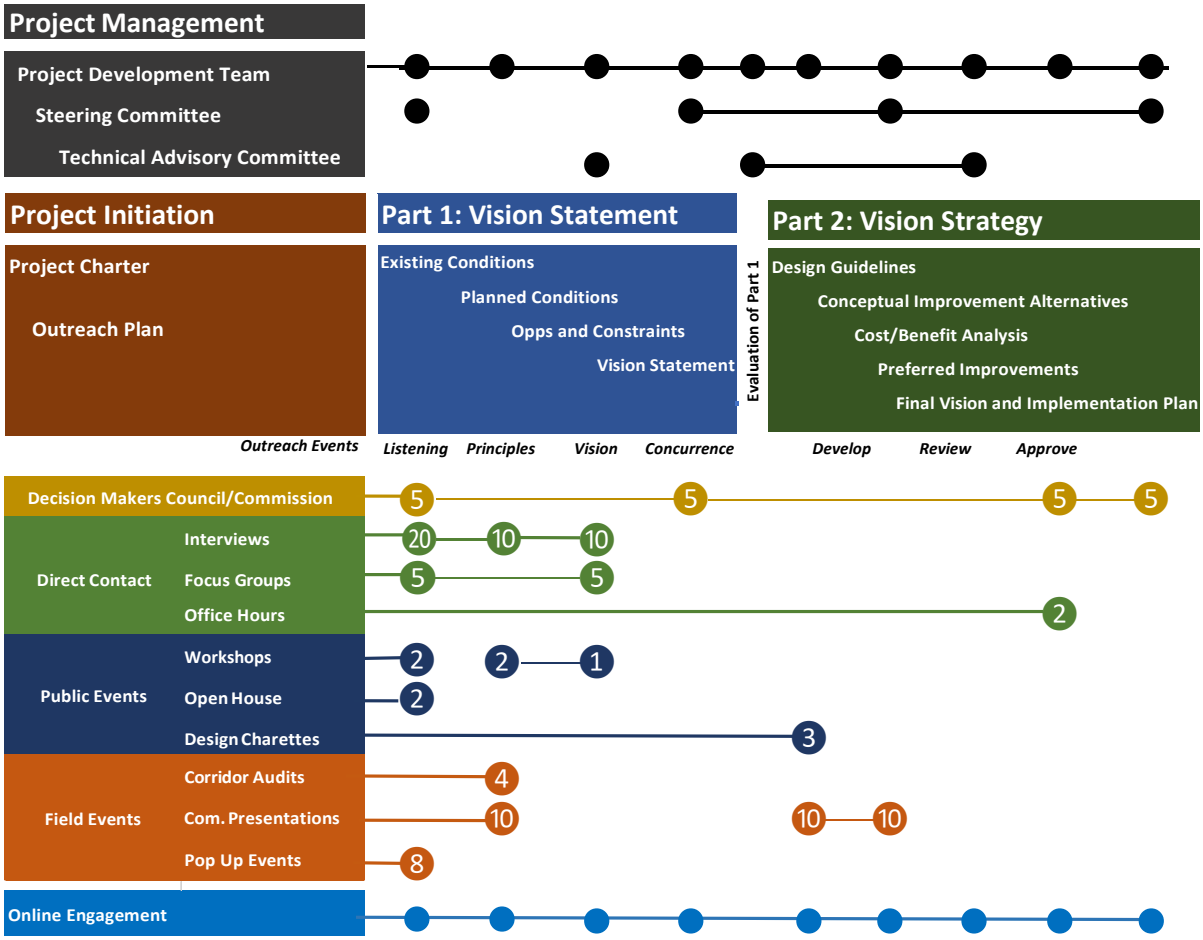
- The Study will be mobility and safety-focused rather than modally specific in the early stages. The focus on opportunities and constraints rather than specific solutions in the first phases of the project is intended to encourage open expression of issues and concerns by stakeholders outside of a specific "pre-determined" decision.
- The Consultant Team is highly focused on deliverables and schedule.

Conceptual Improvement Alternatives

- Developed at multiple scales: Corridor-wide involving multiple agencies, City-level involving overall City policy, and block level which can provide localized improvements to address specific focused needs.

The proposed project structure for coordination, technical and outreach components is shown in **Figure 1**.

Figure 1 - Proposed Project Structure



SCOPE OF WORK

1 Project Management

The purpose of project management is to ensure accurate and timely management of general tasks required to kickoff, coordinate, oversee, and advance the Study through completion, and ensure the Study aligns with other multi-jurisdictional planning efforts in the corridor.

1.1 TEAM AND WORKING GROUP COORDINATION

1.1.1 Project Development Team

The Project Development Team (PDT) will be the primary coordinating group for the duration of the project. It will be composed of representatives of VTA, City of San Jose, City of Santa Clara, County of Santa Clara, City of Cupertino and the consultant team. The PDT is scoped for monthly meetings, however bi-weekly meetings may be necessary at certain phases of the study where the status of project milestones, progress achieved, schedule, cost and budget status, and issues and areas of concern may need to be addressed more frequently.

The consultant team will create minutes and action items for each subsequent PDT meeting. The PDT will be a forum to resolve project issues and to identify additional areas of coordination. Risks to the schedule or accomplishment of deliverables will be identified and resolved through acceptance, avoidance, or mitigation. Draft mitigation actions will be developed by the consultant team and included in a risk register to accompany the meeting minutes and for resolution at the following PDT meeting.

1.1.2 Steering Committee

The Stevens Creek Corridor Transit Steering Committee reviewed and evaluated the Vision Study scope of work. The Steering Committee will be the lead policy decision-making body for the study. The Project Development Team will present to the Steering Committee either on a quarterly basis or at major milestones in the study such as:

1. Completion of Project Initiation
2. Draft Vision Statement
3. Draft Implementation Plan
4. Next steps and ongoing coordination – the PDT will identify “early action” projects and coordination actions by corridor agencies

1.1.3 Technical Advisory Committee

A Technical Advisory Committee may be assembled from technical staff of relevant participating agencies to address specific technical requirements identified through the study and may include Caltrans District 4.

1.2 PROJECT INITIATION (TWO MONTHS)

Once the Notice to Proceed is issued, the consultant team will convene a Kick-Off Meeting to review expectations and responsibilities, refine the scope of work and develop a detailed schedule. Various decisions on communication protocols, standing coordination meeting times, and designation of a representative(s) for each participating agency will be made. The PDT meeting composition will be finalized, and the standing monthly/biweekly meetings will be scheduled.

1.2.1 Project Charter

At the first biweekly PDT meeting, a draft Project Charter will be compiled which will include:

- Communication protocols
- Points of Contact
- Technical Approach
- Project Limits
- A summary of participating agency project priorities
- Draft public meeting schedule

A second biweekly PDT meeting will finalize the Project Charter.

1.2.2 Outreach Plan

The consultant team will develop an outreach plan in consultation with the PDT and agency outreach professionals. The Outreach Plan will be a guide for the approach to public materials, and engagement and outreach and will contain a stakeholder register with contact information and touchpoints with various stakeholders. It is expected that the Outreach Plan will take two PDT meetings (draft and final) to produce. The outreach strategy will be reevaluated after the first part: Vision Statement, to consider revised outreach activities to address any identified shortcomings. Components of the outreach plan are expected to be:

1.2.2.1 Outreach Target Areas

Targeted outreach (*note all comments on other study areas and topics will be accepted at all venues). The intent of targeted outreach is to ensure a cross-section of input throughout the corridor.

1.2.2.2 Messaging Materials

Team will create high quality graphics, presentations, reports, fact sheets, or other materials as necessary for communication with the public, steering committee, boards of directors, city councils, and committees. The project branding will identity the study and ensure consistency in product look. Where appropriate, outreach materials and fact sheets will be published in three languages: *English, Spanish* and *Simplified Chinese*.

1.2.2.3 Community Based Organizations

Community Based Organizations (CBOs) will be identified for partnership in strategy development, implementation, and interpreting of outreach efforts. The draft budget allocates $5,000 stipends for five CBOs ($25,000 total). Identification of CBOs will be based on an equitable geographic and social distribution. CBOs will be invited to participate in reviewing the Outreach Plan and to co-create a set of outreach principles supportive of a community-led process for identifying needs, honoring community decisions and providing equitable strategies.

1.2.2.4 Disadvantaged Communities

The consultant team will work with the PDT to enact strategies to engage disadvantaged communities, including people with limited English proficiency, low-income households, racial and ethnic minorities, people with various immigration status, and people with limited time or resources to go to standard public meetings. The location of disadvantaged communities will be identified in the existing conditions technical work. Translation and interpretation services for Spanish and Mandarin Chinese are expected to be provided on as needed basis.

1.2.2.5 Outreach Advertisement

The success of a public outreach program often hinges on the ability to get the message out to the community. The consultant team will work with the PDT, CBO partners, VTA's Community Outreach and Public Engagement (COPE) Department, and the Cities and County to identify best ways to advertise events and collect input from local community members. Multimedia advertisement of the project website and events through mailers, agency email service, blog posts, social media posts, materials provided to neighborhood associations, local organizations and bicycle advocacy groups, city council and county supervisor communications, and local agency communication services will be explored in the Outreach Plan.

1.2.2.6 Coordination with Other Outreach

Understanding that several recent and ongoing planning outreach efforts are underway in each City and within the corridor, the consultant team and PDT will develop an outreach strategy which will have synergy and not redundancy with these other efforts. Opportunities for co-hosting events and access to the technical products of these other efforts, if appropriate and feasible, will be explored. However, the Stevens Creek Boulevard Vision Study will have a unique identity with a clear purpose as to maintain a focus on delivering a unified Vision and actionable implementation plan for the corridor.

1.3 OUTREACH EVENTS

The consultant team will conduct outreach in several formats to involve community members, stakeholders and other interested parties in the development of corridor opportunities and constraints, review of draft documents, and help interpret the technical analysis by bringing experience, values and observations into the planning process. Outreach event types may vary by jurisdiction depending on what will be the most successful approach to reach a variety of community members.

The consultant team will work with the PDT and community-based organizations to advertise, staff, and communicate the outreach events in their jurisdiction. Outreach touchpoints will be concentrated to coincide with technical and policy milestones in the project. The events are proposed to be:

- **Interviews** – ½ hour one-on-one phone or web conference interviews to solicit direct feedback. A few prompt questions would be prepared by the consultant team, but mostly this will be a forum to listen to stakeholder needs.

- **Focus Groups** – Small groups facilitated by the consultant team will have topical prompt questions and will focus on listening to needs.

- **Workshops** – An opening presentation describing the purpose of the workshop will be followed by breakout small groups by topic. Hands-on activities such as map drawing, prioritization and scenario planning.

- **Walk / Bike / Transit Audits** – The consultant team will lead modal audits focused on identifying barriers to casual users, impediments to travel and areas where spot improvements can improve the multimodal transportation system.

- **Open House** – The open house format will be used to discuss draft documents with stakeholders, allowing them to ask question, provide comments, and interact with the consultant team and the PDT.

- **Office Hours** – Office hours present an opportunity for the consultant team and the PDT to be available to stakeholder for an open discussion of corridor issues.

- **Pop-Up Events** – During all phases, host pop ups at bus stops, grocery stores, local events and locations within the study area, as well as previously scheduled community meetings, schools and local areas with high foot traffic. Tables/presentations/pop-up events will be staffed by the outreach team with VTA COPE and staff from each member agency joining as schedules allow. Depending on the specific neighborhood demographics, pop ups will include people fluent in common local language(s). CBO partners can help to identify suitable places for pop-up tables, opportunities for residents to assist with tabling or collecting community information, and preferred methods of communication.

- **Presentations to community and neighborhood groups** – There are a number of community and neighborhood groups throughout the corridor that it will be important to communicate with. The outreach team will conduct outreach to these groups and coordinate project presentations at their meetings. Agency staff can take the lead on these presentations or ask that the outreach team conducts them and reports back key findings.

- **Council/Commission Meetings** – Formal presentations to decision-making bodies are important in developing momentum for a sustainable corridor improvement program.

These events may be in-person or online. Online events will have the capacity for live interaction and feedback and direction to the website for additional offline feedback as well as contact information to set up one-on-one interviews.

1.4 PROJECT WEBSITE AND ONLINE ENGAGEMENT

The consultant will work with the PDT agencies to develop a project website to clearly describe the purpose of the Study, share project documents, public outreach event schedules, surveys, and contact information. The website engagement will include surveys appropriate for different points in the study as well as an open-ended comment submission capability.

Input received through the online engagement will be consolidated with the input from interviews and public events to ensure equitable access across all outreach formats.

2 Part 1 – Vision Statement (8 months)

Part 1 is intended to be an 8-month process with bi-weekly agency technical working group meetings and public outreach events/touch points. The end product is a consensus-based Vision Statement composed of principles and measurable objectives to inform Part 2: The Implementation Plan. Technical analysis of existing and planned conditions will be performed and shared through the Outreach process to interpret and expand on the conditions analysis to identify opportunities and constraints for the Corridor.

2.1 EXISTING CONDITIONS

"This task focuses on understanding existing land use and transportation conditions for the study area. The consultant team will collect relevant data, maps, and plans from local agencies, and will review and summarize the information in a memorandum. The consultant will also develop a base map that will help guide the community collaboration and visioning process. This task will give the Project Team and members of the public a common understanding of the current conditions in the study area."

The existing conditions analysis will be a compilation of technical information that describes the multimodal transportation infrastructure, mobility services and travel demand in the corridor. This will include analysis of the corridor's interaction with parallel and connecting facilities such as I-280, Diridon Station Connection / Airport Connection, Bascom Avenue, I-880, Winchester Boulevard, San Tomas Expressway, Lawrence Parkway, Wolfe Road, and De Anza Boulevard. Due to the complex interaction of multiple travel patterns along various corridors in the study area, it is recommended that vendor supplied origin/destination probe data be obtained to analyze the travel patterns in and around the Stevens Creek Boulevard corridor.

Understanding the need to focus the VTA contribution on the Measure A criteria of improving the speed and reliability of bus service in the corridor, specific technical tasks and outreach components are described and apportioned specifically for these purposes. Three categories of corridor improvements analyzed in the study are proposed to be:

1. Transit Operations Improvements –Speed, frequency and service improvements with comparison to any changes in vehicle operation conditions
2. Transit Stop Improvements and Access – Amenities and enhancements to improve stop identification, comfort and information as well as localized (1/4 mile) access for walking, biking and transfer from other transit services
3. Multimodal Connectivity – Walking and biking facilities serving the corridor connecting corridor land use

The existing conditions analysis will start with an inventory of infrastructure and transportation demand in the corridor:

Existing Condition Inventory

Existing conditions data collection will be inclusive of:

- Transportation Infrastructure
  - Corridor geometric and operational conditions
  - Lane configuration
  - Signal equipment
    - Timing sheets with coordination plans
    - Signal timing preferences;
    - Speed studies
    - Synchro files from previous projects as available
  - Communications
  - Intersection crossings

    - Roadway ROW allocation
    - On-street parking inventory
    - Bicycle infrastructure

- Transportation Demand
    - Traffic volumes (existing and forecasted based on the VTA Countywide travel demand model)
    - Transit boardings and alightings
    - Travel patterns using vendor origin and destination data
- Land use
- COVID-19 Period Analysis to demonstrate the change in travel and mobility conditions
- Collision data (CHP SWITRS data and local agencies' data for the available past 5-year period)
- Develop base map in GIS
- Parking inventory and survey of Stevens Creek Boulevard and cross streets within 200 feet of Stevens Creek Boulevard for two weekdays and two weekend days.

The existing conditions inventory will be analyzed and summarized to identify current mobility and safety issues in the corridor to supplement those identified by technical analysis by corridor agencies, agency partners through coordination and other stakeholders through outreach events. The existing conditions analysis will set the baseline of analysis for corridor improvement options

The existing conditions will include identification location of signal or other delay, collision hot spots and potential of right-of-way for new modal designation coupled with stakeholder identified barriers and opportunities for increased transit access and multimodal connectivity.

The findings will be summarized in a succinct, high-level memorandum, with maps, graphics, and photographs as appropriate. The opportunities and constraints from the existing conditions will be summarized.

Deliverables:

- Existing Conditions in the Corridor Report (technical memorandum)
- PowerPoint Executive Summary
- Parking Inventory and Survey
- Data Inventory

2.2 PLANNED CONDITIONS

"This task focuses on understanding planned land use and transportation conditions for the study area. The consultant team will collect relevant data, maps, and plans from local agencies, and review and summarize the information in a memorandum. This task will give the Project Team and members of the public a common understanding of the planned conditions in the study area."

The Planning and Policy Context Synthesis will include planning documents and policies relevant to the study corridor. These documents will include General Plans, Specific Plans, Urban Village Plans, Corridor Studies, Bus Rapid Transit Studies, the High-Capacity Transit Corridors Study, Stevens Creek Boulevard Focus Area, Community-Based Transportation Plans, Capital Improvement Programs (CIP), West San José Multimodal Transportation Improvement Plan, the New Transit Service Plan, I-280 Corridor Study, Pedestrian Plans, and Bike Plans. Future travel demand and patterns in the corridor will be described and highlight how forecasted and planned conditions will alter the use of transportation facilities in the corridor. Gaps, conflicts and inconsistencies among plans and policies along the corridor will be summarized as opportunities and constraints.

The findings will be summarized in a succinct, high-level memorandum, with maps, graphics, and photographs as appropriate.

2.2.1 Future Conditions Option Analysis

Options for potential corridor improvements will be organized into three proposed categories (as described in task 2.1). These categories will structure the technical analysis of actions to address identified issues and improve mobility and safety in the corridor. The analysis framework presented here will be reviewed with VTA and the corridor agencies to ensure all standard and methodologies of the assessment are consistent with agency policies such as VTA's Transit Speed Policy.

1. Transit Operations Improvements

Transit Operating Speed will be assessed by reviewing four performance metrics:

- Locations of signal or other delay of overall roadway operations in the corridor which could be addressed through signal coordination or other systemic improvements.
- Potential of corridor-wide bus signal priority through assessment of existing signal systems, communications, and vehicle hardware. This includes inventory of signal controller type, firmware, WLAN equipment, and communications compatibility to determine actions necessary for deployment of corridor bus signal priority.
- Assessment of potential queue-jump locations based on right-of-way and signal hardware to determine potential locations and actions necessary for queue jump deployment.
- The only vehicle loading component that will be analyzed as part of this study will be front door boarding vs. all door boarding which would be an improvement implemented throughout the corridor and platform height. Other components such as fare collection and stop spacing will not be studied as fare collection is an overall VTA system issue and stop spacing will be studied as part of the Fast Transit – Bus Stop Balancing project. The team will coordinate with and build upon VTA's Fast Transit – Bus Stop Balancing project which is reviewing potential stop removals in the Stevens Creek Corridor, and not duplicate that effort but share relevant information as necessary.
- Right-of-way assessment for bus running way options of mixed traffic (existing conditions), shared bus/HOV lanes, shared bus/bike lane, peak hour bus-only lane, and bus-only lane. Impacts to vehicle operations and parking will be assessed quantitatively utilizing existing Synchro networks or

through Synchro or Visto analysis of representative intersection locations.

2. Transit Stop Improvements and Access

- Transit Stop Improvements will be assessed consistent with VTA's Better Bus Stops Program. Current VTA data through the Program and field review will identify potential upgrades to stops in the corridor.

- Five-minute, ten-minute and fifteen-minute walk and bike sheds to each transit stop will be mapped. Gaps due to barriers or other connectivity issues will be identified along with potential site access improvements from major land uses in the corridor. This analysis will also integrate comments provided by stakeholders.

3. Multimodal Connectivity

- City and County active transportation plans will be the basis for understanding multimodal connectivity to the Stevens Creek Boulevard corridor. Connectivity and connection points will be mapped. This will go beyond the station access analysis to analyzed multimodal system improvements in and connecting to the corridor for active transportation.

- Vulnerable road user analysis will be conducted based on the existing conditions collision analysis and identify potential safety countermeasures for concentrations of pedestrian and bicycle involved collisions. Physical countermeasures in addition to innovative technology applications of passive detection at crossings and virtual detection via smartphones will be reviewed.

This analysis will inform the development of the Vision Statement (Task 2.3.3) and the Conceptual Alternatives (Task 3.3).

Deliverable:

- Planned Conditions in the Corridor Memorandum
- Technical Analysis of Future Conditions Options

2.3 EXPERIENCE AND NEEDS OUTREACH

"The outreach in Part 1 will focus on listening to community priorities and concerns and build to the development of a vision statement with principles and objectives."

The consultant team and the PDT will conduct a multifaceted outreach in partnership with community-based organizations and agencies to understand the experience, perspectives, and needs of corridor stakeholders—its residents, businesses and visitors.

Outreach will be concentrated during the Opportunities and Constrains needs assessment. This is an important opportunity to allow stakeholders to express their experiences and values to help shape and interpret the complimentary technical analysis. Outreach events will coincide with project technical deliverables and decision points.

Recommended outreach events during this part of the Study process are:

2.3.1 Listening Period

A Listening Period at the beginning of the project to allow stakeholders to focus on needs and values. Stakeholders will be asked about their experience in the corridor, how the transportation works or does not work for them, and their needs at various outreach events.

- Two (2) Workshops
- Two (2) Open House

- Four (4) Field Audits
- Three (3) Focus Groups
- Thirty (30) Interviews
- Eight (8) Pop-Up Events
- Five (5) Council/Commission presentations
- Ten (10) Presentations to Community and Neighborhood Groups

The field audits of walking, biking and transit will coincide with the public workshops and open houses (on the same or consecutive days) to allow stakeholders to demonstrate and shape the field review.

2.3.2 Existing Conditions and Planned Conditions Technical Deliverables Review Period

The public release of the Existing Conditions and Planned Conditions Technical Deliverables will have two (2) workshops, two (2) office hours, and two (2) focus group events for stakeholders to review and comment on the deliverables.

Summary presentations of the Listening Period and Existing Conditions and Planned Conditions Technical Deliverables will be presented at five City Council/Commission and/or Board of Directors meetings.

2.3.3 Vision Statement Development

The consultant team and PDT will review feedback obtained in the outreach workshops, meetings, corridor audits, and other feedback mechanisms in the context of existing conditions, opportunities, and constraints of the technical analysis and outreach.

Opportunities and constraints will be categorized and used to develop draft principles and objectives in the corridor. The consultant team will facilitate the refinement of principles and objectives and a consensus vision statement. Principles are the value-based goals for the corridor while the objectives will be measurable indicators in the achievement of the vision. This is scoped to include two (2) workshops, ten (10) interviews, and five (5) focus groups culminating in a Vision Statement Workshop to refine a draft Vision Statement document.

2.3.4 Vision Statement

After the workshop, the consultant team and PDT will refine and organize the draft Vison Statement and post for public review. During this period, the consultant team will present to the Steering Committee and individual City Councils and Boards of Directors of the participating agencies. Each decision-making body will be asked to vote to approve the Vision Statement to set a consensus basis for the implementation plan in part two of the Vision Study.

Deliverables:

- Vision Statement of Principles and Objectives
- Consensus Approval of Participating Agencies

3 Part 2 – Vision Strategy (9 months)

This is the implementation of the Vision Strategy. It develops the framework of design guidelines, technology architecture, cooperative agreements, transit station/stop access planning and early action projects.

3.1 EVALUATION OF PART 1

The results of Part 1 will be evaluated for areas of success or improvement. This will include a review of both the technical and outreach components of the project. It is expected that some issues raised in Part 1 will need to be further investigated before the development of alternative concepts. This may include a specific workshop or "short" technical studies of two-week investigations of specific issues. The PDT will determine the level of effort and time to allocate to additional outreach or analysis before the initiation of Task 2.

3.2 DESIGN GUIDELINES

It is expected the VTA Community Design and Transportation Manual will be utilized to develop design guidelines for the corridor. The Vision Statement development and outreach may revise or add some elements to the guidelines specific to the Stevens Creek Corridor.

3.3 IDENTIFY AND ANALYZE CONCEPTUAL IMPROVEMENT ALTERNATIVES

"In this task, the Consultant will apply the vision statement and the design guidelines to create high-level design alternatives for corridor improvements. Corridor improvements will be based on opportunities and constraints and modal alternatives will be assessed for benefits and costs. Flexibility in the scale of alternatives will include corridor-wide, city-level and block level improvement alternatives. Concepts will be detailed enough to permit a general assessment of the feasibility of different design concepts and calculate planning-level cost estimates. No complex design, engineering, or environmental work will be conducted. Concepts will be presented for feedback in community outreach."

3.3.1 Conceptual Improvement Alternatives

Conceptual alternatives considered will include recommendations to improve mobility and safety through enhanced transit services, vehicular operations, and infrastructure improvements; bicycle facilities; pedestrian facilities, roadway lane allocation and designation, curb modifications, pedestrian enhancements, parking strategies, and signal timing improvements.

Alternatives will be mapped and presented using plan-view graphics, cross-sections, and similar examples from other peer locations. The consultant team will utilize industry-standard techniques to forecast existing and future conditions with and without conceptual alternatives by evaluating quantitative and qualitative assessment of impacts to transit, bicyclists, pedestrians, and drivers. Key performance indicators (KPIs) will be developed with the PDT based on the types of improvements considered and preference of technical tools and data.

Evaluations will be based on user-perspective performance measures of travel time, delay, aesthetics, cost, and safety. Impacts to residential streets, on-street parking, and construction conditions will also be assessed. Results will be summarized in a memo and matrix, and will be posted for public review and used in the communication of potential benefits, costs, and impacts of potential improvements to be considered for priority implementation.

3.3.2 Cost Benefit Analysis

The consultant will evaluate the cost and benefits of alternatives and improvements with key performance indicators and magnitude cost estimates of capital and operating costs. Data will be obtained from plans and analysis from the technical component of Part 1. Results will be summarized in a memo and matrix.

3.3.3 Conceptual Improvement Stakeholder Review

Conceptual improvement alternatives will be presented to members of the public. Input from the public and participating agencies will be used to revise the alternatives and guide the development of a preferred corridor concept. Outreach to support the development of conceptual improvement alternatives includes twenty (20) presentations to community and neighborhood groups.

The consultant team will present and facilitate three (3) design charettes to review potential concept improvement alternatives. The presentations will include how each alternative concept may address the principles and objectives of the Vision Statement and the results of the benefit/cost analysis. The consultant team will coordinate with the PDT to develop and manage the strategic planning for meetings, facilitation, preparation of meeting materials, presentation, and meeting summaries. Two rounds of revisions will be provided to refine concept improvements. A memorandum and matrix will summarize the concept improvement impact analysis and cost benefit analysis.

3.3.4 Preferred Conceptual Improvements

The consultant team will work with the PDT and through the public outreach process to develop a prioritization based on feasibility, funding opportunities and effectiveness. Each agency will perform a high-level evaluation of the feasibility of concepts based on right-of-way, funding, design, and environmental considerations. Lead agencies for each implementation action will be identified. Some potential improvements may be a various stages of project development (e.g., in design, environmental, concept or not a concept at this point).

Potential funding mechanisms will be considered for the various improvements including opportunities for funding partnerships, traffic impact fees, CEQA mitigation, development fees, and local matches for the regional Transportation Improvement Program. The results of the preferred conceptual improvement analysis will be used to formulate an implementation strategy.

The consultant team will present the concepts to the Steering Committee and individual City Councils and Boards of Directors of the participating agencies.

3.4 IMPLEMENTATION STRATEGY

Based on the previous tasks, the consultant team will develop an implementation strategy that describes the readiness of the Corridor for implementation of the preferred concept improvements. The plan will include the principles and objectives of the Vision Statement, the key performance indicators and costs, and the feasibility assessment by agencies. The implementation will be described within the context of additional supportive policies, land use development, planning processes and funding mechanisms to achieve the corridor vision.

The implementation strategy will include a section with near term-tangible actions with clear steps for responsible agencies. This “early action program” will be the near-term improvement component of the funding strategy. The long-term funding strategy will include an identification of most likely funding sources for the magnitude cost estimates of the improvements.

4 Final Vision and Implementation Plan

The consultant team will prepare the draft and final Stevens Creek Corridor Vision Plan that summarizes relevant information from previous deliverables (existing conditions report, public outreach results, vision statement, alternative improvement concepts considered and evaluated, final vision concept, and implementation and funding strategy). The report will include a high-level non-technical Executive Summary to share with in the community outreach and high-quality visual graphics illustrating the vision concepts for the corridor.

The Executive Summary will reflect and relate to community priorities and be developed for an audience comprised of community members and elected officials.

Deliverable:

- Draft and Final Stevens Creek Corridor Vision Plan

PROPOSED SCHEDULE AND COST

The project schedule is estimated to have a 19-month duration with two (2) months allocated to Project Initiation, eight (8) months allocated to the development of the Vision Statement, and nine (9) months allocated to the Vision Implementation development. The total cost estimate of the consulting services from Iteris and Winter Consulting is $794,400 as shown in **Figure 2**.

Figure 2 - Proposed Project Schedule and Cost

	Milestones	*Initiation*	*Part 1 Vision Statement*			*Part 2 Vision Implementation*					*Total*
			Needs	Conditions	Vision Statement	Evaluation of Part 1	Design Guidelines	Concepts/ Cost/ Benefit	Preferred Alternative	Final Implementation Plan	All Tasks
	Duration	**2** mon	**4** mon	**2** mon	**2** mon	**1** mon	**2** mon	**2** mon	**2** mon	**2** mon	**19** mon
Activity	Coordination	27,600	22,900	8,300	14,700	4,100	14,700	8,300	14,700	14,700	130,000
	Outreach	5,400	75,000	63,700	67,200	5,200	20,900	29,700	7,900	5,400	280,400
	Technical	--	--	49,100	67,100	--	7,500	56,800	25,000	46,000	251,500
	ODC	13,000	13,000	28,000	3,500	--	2,000	--	2,000	1,000	62,500
	Contingency										70,000
	Total	**46,000**	**110,900**	**149,100**	**152,500**	**9,300**	**45,100**	**94,800**	**49,600**	**67,100**	**794,400**
	Hours	**185**	**550**	**680**	**840**	**55**	**240**	**530**	**270**	**375**	**3,725**

The subset components of the scope specifically allocated to the bus speed and reliability improvements eligible for Measure A funds are delineated in **Figure 3**.

Figure 3 – Measure A Eligible Bus Speed and Reliability Portion

	Milestones	*Initiation*	*Part 1 Vision Statement*			*Part 2 Vision Implementation*					*Total*
			Needs	Conditions	Vision Statement	Evaluation of Part 1	Design Guidelines	Concepts/ Cost/ Benefit	Preferred Alternative	Final Implementation Plan	All Tasks
	Duration	**2 mon**	**4 mon**	**2 mon**	**2 mon**	**1 mon**	**2 mon**	**2 mon**	**2 mon**	**2 mon**	**19 mon**
Activity	**Coordination**	12,500	12,900	8,100	5,000	2,000	8,000	4,000	5,000	5,000	62,500
	Outreach	2,500	25,000	35,000	10,000	2,000	5,000	15,000	2,000	--	96,500
	Technical	--	--	25,000	20,000	--	7,500	23,500	10,000	15,000	101,000
	ODC	--	--	15,000	--	--	--	--	--	--	15,000
	Total	**15,000**	**37,900**	**83,100**	**35,000**	**4,000**	**24,000**	**39,000**	**17,000**	**20,000**	**275,000**
	Hours	**85**	**210**	**380**	**195**	**20**	**115**	**235**	**95**	**115**	**1,450**

PROPOSED SCHEDULE AND COST – WITHOUT CUPERTINO OPTION

It is understood there is the potential for the City of Cupertino to not be a participant in the study. While the proposed schedule and several of the activities would occur at a similar level of effort with the City of Cupertino's participation, other tasks would require less effort with a reduced study area. The schedule and cost shown in **Figure 3** shows the same 19-mont project duration, however with $87,035 fewer costs for a total Without Cupertino Option project cost of $646,365.

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Figure 4 - Proposed Project Schedule and Cost – Without Cupertino Option

	Milestones	*Initiation*	*Part 1 Vision Statement*			*Part 2 Vision Implementation*					*Total*
			Needs	Conditions	Vision Statement	Evaluation of Part 1	Design Guidelines	Concepts/ Cost/ Benefit	Preferred Alternative	Final Implementation Plan	All Tasks
	Duration	**2** mon	**4** mon	**2** mon	**2** mon	**1** mon	**2** mon	**2** mon	**2** mon	**2** mon	**19** mon
Activity	Coordination	22,600	22,900	8,300	14,700	4,100	14,700	8,300	14,700	14,700	125,000
	Outreach	4,590	63,750	54,145	57,120	4,420	17,765	25,245	6,715	4,590	238.340
	Technical	--	--	41,735	57,035	--	6,000	48,280	21,250	39,100	213,400
	ODC	13,000	13,000	27,000	3,500	--	2,000	--	2,000	1,000	61,500
	Contingency										**70,000**
	Total	**40,190**	**99,650**	**131,180**	**132,355**	**8,520**	**53,590**	**81,825**	**44,665**	**59,390**	**651,365**
	Hours	**150**	**490**	**585**	**725**	**50**	**220**	**455**	**245**	**330**	**3,250**

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