

Vision Zero Action Plan

Scope of Work

Project Goals

The purpose of this scope of work is to develop a Vision Zero Action Plan for the City of Glendale. The goal of Vision Zero's is to achieve zero pedestrian deaths in the city of Glendale by 2030 from the completion of this plan. Vision Zero challenges the traditional approach to traffic safety by recognizing that traffic collisions aren't random and unavoidable. With the right approach, they are predictable and preventable. Vision Zero describes a systemic approach that aims to make streets forgiving with proactive, low-cost measures, preventing fatal collisions on the road. The City is aiming for details recommendations on how to implement Vision Zero strategies to create safer streets for all road users, preventing fatalities and serious injuries. These recommendation needs to be aligned with SCAG's regional transportation safety goals described in Connect SoCal, the 2020-2045 Regional Transportation Plan, and Sustainable Communities.

City is looking, a comprehensive approach that encompasses aspects of Engineering, Education and Enforcement that will serve as the primary drivers for Glendale Vision Zero Action Plan. For this project to be successful, the city is seeking a qualified consultant that will not only deliver on the requirements outlined below but also bring industry experience and innovative approaches to achieving zero pedestrian deaths in the City of Glendale. The City hopes to achieve this goal with initial implementation beginning upon completion of this plan and yearly audits to evaluate the impacts of engineering, education and enforcement.

The overall objective of the Vision Zero includes:

- Identified areas of projects to improve pedestrian safety and connectivity
- Policy Changes to create street design and operations standard and project delivery process that makes Glendale safer for pedestrians
- Strengthen recommended Policies and programs identified in the recently adopted Citywide Pedestrian plan
- Improve pedestrian safety and both encourage and enforce safe driving behavior
- Improving pedestrian safety improvements in the city area, specifically where age for population disproportionately impacted by collisions
- Provide a vision and guidance for city on the how a safe multi- modal transportation in Glendale can be applied showcasing urban design enhancements for pedestrian and bicycle safety
- Reducing citywide traffic death by 25% by 2025, prioritizing pedestrian deaths involving older adults and children
- Eliminating traffic deaths citywide by 2030

SCOPE OF WORK

The Scope of Work includes several tasks required to provide a Citywide Vision Zero Action Plan document. The Consultant shall propose a detailed Work Plan to successfully complete all work needed. This may include detailing specific tasks beyond those described, as well as innovative work items to support the Plan. At a minimum, the Consultant shall provide planning services, pedestrians safety educational plan, street safety design standard, data collection, data and feasibility analysis, outreach services, public presentation support, report writing, graphic design and GIS.

Task 1: Project Management

The City will be the lead agency for the Project and the designated City Project Manager shall coordinate project management through the Community Development Department's Mobility Division. The Consultant will be expected to interface both locally with City staff and other affected agencies as necessary.

1.1 – Project Schedule

- Within two (2) weeks of Notice to Proceed (NTP), the Consultant will draft a detailed baseline project schedule. The schedule will indicate the timeline for completing project milestones, major activities, and task deliverables. The baseline schedule will be finalized at the kick-off meeting. During the Project, the Consultant will update the schedule as needed and identify changes at Project Development Team (PDT) meetings and monthly progress reports. The City has established a tentative 10-month schedule to complete the Project.

1.2-Project Kick-Off Meeting

- The Consultant will schedule and conduct a Project Kick-Off Meeting within two (2) weeks of Notice-to-Proceed (NTP) to discuss Project details, establish goals, review the Project schedule and coordinate efforts. City staff will work with the Consultant to develop a list of key stakeholders that will make up the Project Development Team (PDT) prior to the Project Kick-Off Meeting. Once the stakeholders are identified, the Consultant will contact all members of the PDT to coordinate the scheduled meeting date, location, and time. A meeting notice, agenda, and meeting minutes (noting all action items) will be prepared by the Consultant for the Kick-Off Meeting.

1.3-PDT

- The Consultant will coordinate and attend PDT meetings with City staff and stakeholder representatives, as necessary. Meeting summaries will be prepared by the Consultant at each meeting and distributed to the Project Manager and other attendees at each meeting. An Action Item list and a status of project deliverables will be updated on an ongoing basis and be made available at each PDT meeting.

- We propose the following agendas for each meeting, but are open to adjusting these based on City feedback and how the project unfolds:
 1. Introduction to Vision Zero, project scope of work, engagement strategy, lessons learned from other VZ cities
 2. Review existing conditions analysis: plan and policy review, crash analysis, HIN
 3. Input session on draft action recommendations
- Based on the diversity of this group and our past experience with similar committees, we recommend these meetings be held virtually to increase attendance by giving the group members greater meeting flexibility.

1.4 Regular Project Management Meetings

Regular project management meetings between prime consultant and city project manager.

Task 1 Deliverables

- Project Schedule
- Attendance, agendas, and action items for 6 PDT and PMT meetings

Task 2: Data Collection and Existing Conditions Report

Task 2 will assess the existing safety conditions in Glendale, including the policies and programs influencing safety outcomes. This task will build the framework for the actions and strategies identified in the Plan and include a focus on disparate impacts.

Task 2.1 –Ongoing and Adopted Planning & Mobility Plans

- The Consultant will review all current and previous planning and mobility documents adopted by the City relating to bicycle and pedestrian travel and streetscapes. These documents will include, but will not be limited to, the current Glendale Bicycle Transportation Plan (BTP), adopted August 2012 and in progress Updating BTP, the Citywide Pedestrian Plan, the Citywide Safety Education Initiative (SEI) and Glendale Non-Infrastructure Safe Routes to School Program (NI-SRTS), Glendale– Burbank Regional Streetcar Feasibility Study, West Glendale Sustainable Transportation and Land Use Study, the North Hollywood-Pasadena Bus Rapid Transit (BRT), the Verdugo Wash Visioning, Circulation Element, Downtown Specific Plan, Glendale Beeline Service stations, City of Glendale Transportation Center 1st/Last Mile Regional Improvements Projects Phase I and II. Strategic Plans and regional and national studies conducted by other agencies such as Caltrans, SCAG, LA Metro, NACTO, FHWA, AASHTO, or other entities that include the City of Glendale in their jurisdiction will also be reviewed.
- The City is currently updating Circulation, Land Use and Housing Elements of the General Plan. Vision Zero Action Plan will be a cohesive part of these updates and shall be informed and coordinated by these updates.

Task 2.2 – Existing Network and crash data Analysis

Perform an existing conditions analysis to inform Vision Zero strategies, including the following components:

- Obtain data from the Transportation Injury Mapping System (TIMS), the Statewide Integrated Traffic Records System (SWITRS)
- Identify patterns in contributing factors to fatal and high injury crashes across the city, such as emphasis areas, roadway characteristics, and vehicular movements, to inform citywide Vision Zero strategies.
- Summarize contributing roadway characteristics in a way that will allow the City to proactively and systematically identify and address areas across the road network that are potentially problematic.
- Identify high injury corridors and intersections (also looking at the Glendale pedestrian plan high collision corridors)

Task 2 Deliverables

- Consolidated GIS data file(s)
- Network assessment map and methodology description
- Crash Data Analysis and High Injury Network Technical Memo

Pedestrian, Bicycle, Traffic Counts and Speed Profiles

- City will provide citywide Pedestrian and bicycle counts. The City of Glendale adopted the pedestrian count methodology recommended by the Los Angeles County Metropolitan Transportation Authority (Metro) and the Southern California Association of Governments (SCAG). SCAG's Bicycle and Pedestrian Count Manual presents a bicycle and pedestrian count protocol for the region as well as guidance for choosing count technologies.
- City will provide 24-hour bi-directional volume tube counts along with speed profiles at one hundred (100) street segments throughout the City for one (1) weekday (Tuesday, Wednesday, or Thursday) and one (1) Saturday. Locations of the street segments will be provided by City staff.
- City will provide will provide intersection turning movement counts for vehicles, bicycles, and pedestrians for one-hundred (100) intersections for one (1) weekday (Tuesday, Wednesday, or Thursday) for six (6) hours and one (1) Saturday for four (4) hours. Assume each location will require one (1) person to count. Intersection locations will be provided by City staff.

Existing Infrastructure Assessment

- Consultant will perform an assessment of existing pedestrian and bicycle infrastructure on all streets throughout the City of Glendale.

Task 3- Community Outreach

Note: All meetings will be publicly noticed to ensure maximum attendance and awareness. All public notices will be in all four of the City's Limited English Proficiency Languages (LEP) per Title VI of the Civil Rights Act and the California Fair Employment and Housing Act (FEHA): English, Spanish, Armenian, Korean, and Tagalog. Reasonable accommodation will be made for LEP populations and individuals with disabilities per the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973

3.1 Outreach Plan

- Consultant shall submit a detailed work plan to complete outreach and education for the Project based on their technical experience and expertise.
- The Consultant will be asked to conduct extensive public outreach efforts for the Project. Public input and community outreach will be an integral part of the Project and the Consultant will be responsible for communicating with a variety of audiences during the public outreach process, including, but not limited to, residents, interest groups, non-profit groups, senior citizens, people with disabilities, neighborhood groups, Parent Teacher Associations (PTAs), students, and other stakeholders. The City will provide a list of stakeholder groups for outreach.

3.2 Public Outreach

- Consultant will provide translation services for four (4) languages for any written materials that are produced as part of the community outreach effort, including public notices, meeting materials, and online website content. Consultant will coordinate and assist the City on public noticing.
- The Consultant will implement and maintain a Project website or online tool with the assistance of the City for the duration of the Project as one of the many ways that members of the public will be able to learn about the Project and be able to participate and provide input. Online tools will be compatible with multiple internet browsers, including mobile phones, and will be made available in the four (4) languages the City has identified as spoken by Glendale's Limited English Proficiency (LEP) population. Opportunities to access the online outreach tool will be made available in publicly accessible places, such as public computers at the City's libraries, and these access opportunities will be advertised alongside the website itself. The website will provide timely information on opportunities to attend community workshops and to provide comment as well as view past presentations

on the Plan. The online outreach tools will provide user-friendly methods to display drafts of the document, presentation materials, and visual aids and exhibits.

1. Identification community goals & priorities

- Online feedback tools/project site
 - Consultant to provide content and branding, graphic identity, and content. Toole to build and host. The project site will be updated through the life of the project. QRs codes will be provided on all communications to encourage frequent visits.
 - Walk Audits to help engage community in the Existing Infrastructure Assessment Task. Five walk audits to key destinations would be developed and conducted in person – one in each district. Online walk audits to be developed by Toole for those who wish to participate at their convenience. Photos strongly encouraged along with comments. The purpose is to introduce the project, gain input on goals and priorities and confirm assessment results from a community perspective, and get feedback of possible ideas for improvements. Consultant to organize and help staff with one Consultant staff person each walk audit, accompanied by two-three additional team members.
- Promotions:
 - Consultant to provide press release, social media, and eblasts to promote awareness, participation.
 - Consultant shall reach out and notify community-based (CBO) and neighborhood organizations, businesses, and civic groups and asks for their help in inviting participation through their social networks.

2. Draft plan concepts phase

- Online Survey:
 - With team and city collaboration, KPA shall develop a survey showing Draft Goals and Draft Concepts for feedback.
- Promotions
 - KPA shall promote input and participation using the media outreach described above, press release, social media, eblasts and outreach to CBOs, Neighborhood Organizations, Business and Civic Groups.
- Pop Up Events
 - In conjunction with three (3) citywide festivals, KPA to staff a booth displaying draft goals and concepts for “dot voting” to gain input from the largest numbers of community members possible, and from people from all walks of life and ages.
 - KPA shall promote input and participation using the Media Outreach described above, press release, social media, eblasts and outreach to CBOs, Neighborhood Organizations, Business and Civic Groups. The eblast will promote Come Visit our Booth at (Exciting City event) and provide your input!

3. Implementation plan phase

- Tactical Urban Events – the city will select five demonstrations –one in each council district – to show temporary installations. In collaboration with staff, Consultant to be responsible for outreach and coordination and staff with one Consultant staff on day of, to be accompanied by additional project team members.
- Promotion
 - Promotion as described in previous phases will be provided. The community will be invited to attend and participate. Displays of other implementation possibilities will provided and the community will be encouraged to provide their feedback online and in person.

4. Final plan phase

- The Plan will be available online for review and comment for 45 days. The community will be invited to offer their comments.
- The City will send e-mail blasts through the Citywide system, create press releases, and use existing social media platforms such as Facebook and Twitter.
- The Consultant will prepare and distribute print mediums, newspaper advertisements, posters, brochures, flyers, and other marketing collateral materials to spread awareness of the project and notify members of the public on ways they can participate in the planning process. The Consultant and the City will work with non-profit and advocacy groups to reach various religious groups, seniors, disabled people, students, LEP populations, low-income communities, etc. The City and the Consultant will also work with the Business Associations, Glendale Chamber of Commerce, Go Glendale, target dissemination of project information to major employment centers.

Task 3.3- Planning Commission, Transportation and Parking Commission, City Council Meetings and the City Council.

- It is anticipated at minimum 6 update presentations before the final adopting of the plan by the City council.

Task 3.4- Vision Zero Public Engagement Toolkit

- Engaging the public around Vision Zero is really about educating the public about what Vision Zero is, how traffic violence affects their community and neighbors, and what they personally can do to improve safety and contribute to a more livable and equitable city. Successful Vision Zero efforts hinge on culture change at all levels and culture change comes about from awareness. Toole Design believes education should be centered around heightened awareness and personal responsibility and not victim blaming.
- Our team will prepare a Vision Zero public engagement toolkit for ongoing use by City staff and Vision Zero partners that include sample outreach materials (infographics, fact sheets, presentation slides, talking points, and a glossary of key terms) and an outline for

an ideal public education process, including timeline and remote/ virtual engagement opportunities, to inform the public about Vision Zero. For efficiency, we will approach project engagement and the creation of engagement collateral with the mindset of their continued use by the City and its community partners. Toward the end of the project, we will take stock of engagement materials that have been produced to date, update where necessary, and develop additional materials, as well as a plan for continued public engagement and education.

- It is our assumption that the public engagement toolkit will be the primary product used to communicate the findings, actions, and safety messaging identified in this project to a public audience.

Task 4 Deliverables

- Outreach Session
- Print mediums, advertisements, posters and other material in English, Armenian and Spanish
- Vision Zero Public Engagement Toolkit

Task 4- Enforcement

Task 4.1 Strategies and Regulations

Vehicular crashes are often the result of driver unsafe behavior. Enforcement of traffic laws can mitigate unsafe driver behavior before they impact pedestrians in the city's communities. The consultant will provide strategies as how the traffic enforcement should be bolstered by the new technology and regulations, such as new speed enforcement regulation, to prevent pedestrian collisions and correct unsafe driving habits.

The consultant will develop a guideline as how Glendale Police should also be bolstered by new speed enforcement legislation such as reducing driving speeds, strengthen laws related to moving violations and enforce legislation that reduces pedestrian injuries.

Task 3 Deliverables

- Memo on enforcement initiatives, considerations, and regulations

Task 5: Education

5.1 Education Initiatives

While engineering focuses on potential human error of existing drivers and enforcement hopes to rectify bad driver behavior, education of the vision zero initiative will be essential to ensuring members of the community have a successful interaction with both. The consultant needs to develop education initiatives that focusses on area more disproportionately impacted by collision; those who interact with roadways and intersections such as drivers and pedestrians and those who will eventually become part of the pedestrian population. The City of Glendale is looking for unique and interactive education methods that seek to reach various age groups and modes of transportation that includes both a physical and digital presence including:

- Supportive background on which education initiatives are most effective for Vision Zero and which population responds better to what outreach method.
- Non-digital Education initiatives: Be able to provide educational methods such as community events unique to Glendale, able to convey vision zero to a non-digital audience and various community organizations.
- Digital education initiatives: Demonstrate a good social media presence to spread awareness through the most vulnerable population, K-12.
- Education initiatives: Glendale has a diverse population with multiple languages. Education initiatives should be translated in Spanish and Armenian and implemented throughout vision zero.

Task 5 Deliverables

- Memo outlining educational initiatives, including target populations, funding opportunities and key messages

Task 6: Vision Zero Action Plan

The Vision Zero Action Plan will outline long-term goals, short-term action items, project prioritization, partnership opportunities, staffing resources needed for implementation, and indicators to track success.

Task 6.1: Develop Goals and Actions

Central to the Vision Zero Action Plan will be a focused framework of goals and actions that all stakeholders understand and endorse, and that is measurable over time. It is also important to identify which partners will help lead and support these actions, and to engage these partners throughout the process. Establishing a framework of goals will lay the foundation for performance measures developed in Task 6.3 and will also serve to align the Vision Zero Action Plan with existing City goals and priorities, legislated targets, best practices (e.g., standards set by the Vision Zero Network), and the findings from the data analysis and outreach tasks.

Task 6.2: Prioritization

The Consultant will provide prioritization frameworks for both location-based and non-location-based actions. For location-based actions, prioritization will consider the High Injury/Risk Networks developed in Task 7 and will consider equity either to directly inform the prioritization, or as an overlay/callout. This will result in an ordered list of the high priority streets and intersections. Non-location-based actions (such as policy changes, practices, and legislation) will be prioritized into time bands (e.g., near-term, medium-term, and long-term). The methodology will be refined based on feedback from the City and PDT.

Task 6.3: Performance Measures

The consultant will work with City staff to develop a performance measure framework to evaluate short- and long-term safety performance. The performance measure framework will allow consistent and objective tracking of safety and safety-related actions within the city and will strive toward a balance of accountability and flexibility. Consultant will also create key performance indicators to track and assess progress toward the goals established in Task 6.1 for the Vision Zero Action Plan.

The performance measures framework will identify the data required for tracking, the current source of that data, and key partners for each measure. Long-term performance indicators will be identified that highlight where new data collected by the City related to crash characteristics or evaluations could provide a more rigorous measurement of transportation safety performance across the City's transportation system. These near-term and long-term performance measures, their methodologies, and required data inputs and sources will be documented in a technical memorandum.

Task 6.4 Vision Zero Action Plan

Actions must be achievable, measurable, and have broad support from stakeholders. For this task the consultant will develop a comprehensive list of Vision Zero actions focused on infrastructure, maintenance, education, enforcement, policy and legislation, data, and institutional changes. The consultant will prepare an implementation matrix for updates to existing policies, programs, and standards as well as the newly proposed goals and actions through this plan. The implementation matrix will identify possible barriers to implementation (including but not limited to funding, legislation, and staffing) and included to the extent informed by City staff, cost estimates and realistic timeframes, metrics of success, and the role of lead implementing departments/agencies. Where a potential funding strategy exists, this information will also be included. Criteria established in Task 3 will be used to prioritize and categorize actions into realistic implementation timeframes.

Task 6 Deliverables:

- Technical memorandum on performance measures
- Project dashboard
- Draft and Final Vision Zero Action Plan

Task 7: High Injury Network Investigations

Based on the findings of Tasks 2, the Consultant will develop a High Injury Network Action Strategy to address location-specific safety issues on high-injury corridors that are grounded in a data-and public-informed process.

Task 7.1: HIN corridor analysis

In this Task consultant will use the information derived from Task 2 and focused engagement conducted along the HIN to hone in on location-specific issues contributing to safety risk at up to ten (10) locations (e.g., intersections, short 1-2 block segments) In order to more accurately identify appropriate safety countermeasures in Task 7.2, our team will supplement quantitative and qualitative data with both remote assessment and in-person field evaluation, the latter of which could be coupled with site visits). Findings from our analysis will be compiled in a two-page summary using non-jargon language and photographs and graphics to clearly convey information.

Task 7.2: HIN Corridor countermeasures

Using information derived from Task 7.1 our team, in coordination with City staff, will recommend and prioritize contextual site-specific countermeasures along selected High Injury Segments to improve safety. Countermeasures may include lower-cost systemic solutions and longer-term more capital-intensive solutions. Countermeasure information can also be added to the summary sheets produced in Task 7.1.

Consultant understand that the safety projects identified by the broader Vision Zero Action Plan, and more specifically through the HIN Strategy will serve as a supplement to the City's Local Road Safety Plan as permitted in the HSIP Cycle 11. Consultant work with the City to ensure all recommendations meet Caltrans's funding requirements.

Task 7 Deliverables:

- Two-page summaries for up to 10 locations
- List of HIN corridor recommended countermeasures
- HIN Corridors Analysis

Task 8: GIS Dashboard

To successfully disseminate information to the public and inform agency decision-making, the dashboard needs to be grounded in accurate data and have a user-friendly interface. The Consultant will create an interactive online dashboard that illustrates key trends, patterns, and takeaways from crash data. The dashboard will be designed such that City staff with familiarity

with ArcGIS can update crash data annually. The Vision Zero dashboard is intended to depict crash and injury summary information only and will not enable functionality that allows reporting out for Vision Zero action completion and/or progress, or other non-spatial summary statistics.