



# Multimodal Arterial and Transit Plans Development Technical Advisory Committee Meeting Agenda Thursday, November 6, 2014, 11:30 a.m.

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**Staff Liaisons:** Tess Lengyel, Saravana Suthanthira, and Kara Vuicich  
**Technical Team Members:** Alameda CTC Alameda County Technical Advisory Committee  
**Consultant:** Matthew Ridgeway, Fehr & Peers; Rebecca Kohlstrand, Parsons Brinckerhoff  
**Public Meeting Coordinator:** Angie Ayers

	Page	A/I
<b>1. Welcome and Introductions</b>		
<b>2. Work Update (Verbal)</b>		I
Staff will present a project recap and updated project schedules, and discuss deliverable review processes.		
<b>3. Multimodal Arterial Plan Vision, Goals, and Performance Measures</b>	1	I
Staff will present the draft vision, goals, and performance measures for the Countywide Multimodal Arterial Plan.		
<b>4. Transit Plan Vision, Goals, and Performance Measures</b>	7	I
Staff will present the draft vision, goals, and performance measures for the Countywide Transit Plan.		
<b>5. Next Steps/Next Meeting</b>		
<b>6. Adjournment</b>		

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# Memorandum

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**DATE:** November 3, 2014

**SUBJECT:** Countywide Multimodal Arterial Plan Draft Vision, Goals, and Performance Measures

**RECOMMENDATION:** Provide input on Countywide Multimodal Arterial Plan Draft Vision, Goals, and Performance Measures.

## Summary

The arterial roadways are the core of the transportation system in Alameda County moving people and goods within the county and the region. These roadways provide regional and local mobility with multiple transportation modes, access to surrounding land uses, and connectivity between employment and activity centers that is essential for Alameda County's economy and quality of life.

Alameda CTC is developing a Countywide Multimodal Arterial Plan that will provide a framework for designing, prioritizing, and implementing projects and programs on the arterial network. The Countywide Multimodal Arterial Plan will build on the previous local, countywide, and regional corridor planning efforts occurred on Alameda County arterials including Alameda CTC's Countywide Transportation Plan to better understand the existing and future role and function of the countywide arterial roadway system, provide a framework for the integrated management of major arterial corridors to support all modes, improve overall mobility, connectivity, and safety on the countywide arterial system while better serving the adjacent land uses, and finally identify a priority of short and long term improvements. The plan development will be closely coordinated with local jurisdictions, Caltrans and bus transit operators.

Along with the Countywide Goods Movement Plan, Community Based Transportation Plans, and the Transit, Bicycle, and Pedestrian Plans, the Arterial Plan will provide key input into the update of the Countywide Transportation Plan as well as the next update to the Regional Transportation Plan.

Attachment A presents the Draft Countywide Multimodal Arterial Plan vision, goals and performance measures in detail. The proposed vision and goals are consistent with the Vision and Goals for the system as a whole as stated in the 2012 Countywide Transportation Plan. Input on the draft vision, goals and performance measures are sought from the stakeholders through presentations at ACTAC and Planning Area meetings. Meetings with the Planning Areas north, central and east were held during the week of October 26, 2014. Planning Area

south meeting is scheduled for November 13, 2014. Comments received from the three Planning Area meetings will be summarized and presented at ACTAC.

Vision:

*Enhance the multimodal movement of people and goods to support a strong economy, healthy communities and clean environment with efficient, safe and accessible arterials.*

This vision is supported by the following five goals and two supportive principles.

Goals:

- Multimodal
- Accessible and Equitable
- Connected Across the County and Region
- Efficient Use of Resources
- Safe, Healthy and Clean Environment

Supportive principles:

- Support strong economy by integrating land use patterns and local decision-making
- Adaptable and resilient

The draft summary performance measures that help to evaluate improvements against the proposed goals of the Arterial Plan are included in Attachment A. The draft vision and goals along with the draft summary performance measures will be presented in October for initial feedback and will be updated and brought for Commission approval in February 2014.

**Fiscal Impact:** There is no fiscal impact.

**Attachments:**

- A. Alameda Countywide Multimodal Arterial Plan – Draft Vision, Goals, and Performance Measures

**Staff Contact**

[Tess Lengyel](#), Deputy Director of Planning and Policy

[Saravana Suthanthira](#), Senior Transportation Planner

## MEMORANDUM

Date: October 27, 2014  
To: Alameda County Jurisdictions  
From: Francisco Martin and Matthew Ridgway, Fehr & Peers  
Subject: **Alameda Countywide Multimodal Arterial Plan – Draft Vision, Goals and Performance Measures**

OK14-0023

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### INTRODUCTION

The vision and goals of the Alameda Countywide Multimodal Arterial Plan will serve as a guide for prioritizing investments and designing projects and programs that address important transportation issues in the county and the region. Along with the Countywide Transit Plan, Goods Movement Plan, the Community Based Transportation Plans, and the Bicycle, and Pedestrian Plans, the Arterial Plan will be a key input to the Alameda County Transportation Commission for the update of the Countywide Transportation Plan beginning in 2015. The vision and goals are consistent with the 2012 Countywide Transportation Plan and MTC's Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS).

The vision lays out the strategic direction for the Arterial Plan. Goals describe the desired outcome of the Arterial Plan.

### DRAFT MULTIMODAL ARTERIAL PLAN VISION AND GOALS

Transportation and mobility are not goals; the movement of people and goods support economic activity and development.

*Vision: Enhance the multimodal movement of people and goods to support a strong economy, healthy communities and clean environment with efficient, safe and accessible arterials.*



This vision is supported by five goals and two supportive principles:

- **Multimodal:** The arterial network will provide high-quality, well maintained and reliable facilities for all modes of transportation based on local context and modal priorities.
- **Accessible and Equitable:** The arterial network will provide access for people of all ages, abilities, incomes and geographies.
- **Connected Across the County and Region:** The arterial network will provide connections for all modes within and across the County's network of streets, highways and transit, bicycle and pedestrian routes that is supportive of land use.
- **Efficient Use of Resources:** Investment in the arterial network will make efficient and effective use of resources to achieve the County's goals.
- **Safe, Healthy and Clean:** The arterial network will be designed, built, and managed to reduce the incidence and severity of collisions, promote public health and minimize impacts on the environment.

There are two supportive principles in addition to the above five goals:

- **Support strong economy by integrating land use patterns and local decision-making:** Development of the arterial network will support existing land uses and encourage planned land uses.
- **Adaptable and Resilient:** The arterial network will be designed to adapt to changes in travel patterns, travel modes and technology improvements. Investments in the arterial network will enhance its ability to withstand and recover from potentially disruptive events.

## PERFORMANCE MEASURES FOR CONSIDERATION

The Arterial Plan is intended to derive improvements and programs that are applicable at the facility (street) level, focusing on the operation and design of facilities, and that aggregate into a cohesive, connected and comprehensive set of modal networks. The measures also nest within the five goals of the Arterial Plan. Table 1 presents the types and categories of performance measures under consideration.



**TABLE 1**  
**PERFORMANCE MEASURES FOR CONSIDERATION**

Goal	Category	Performance Measure	Measure Type
1. Multimodal	Auto	Congested Speed	Facility-Specific Measure
		Reliability	
	Transit	Transit Amenity Comfort Index	
	Pedestrian	Pedestrian Comfort Index	
	Bicycle	Bicycle Comfort Index	
	Trucks/Goods Movement	Truck Route Comfort Index	
	Enhanced Mobility	Non-Auto Transportation Mode Share	Network Wide Measure
2. Accessible and Equitable	Opportunity for TOD	Transit Accessibility	Facility-Specific Measure
	Transit	Transit Connectivity	
	Pedestrian	Pedestrian Connectivity	
	Bicycle	Bicycle Connectivity	
	Social Equity	Benefit to Communities of Concern	Network Wide Measure
3. Connected Across the County and Region	Transit	Transit Connectivity	Network Wide Measure
	Pedestrian	Pedestrian Connectivity	
	Bicycle	Bicycle Connectivity	
	Auto/Trucks	Network Connectivity	
4. Efficient Use of Resources	Efficient Use of Capital Funding	Capital Cost Effectiveness	Facility-Specific Measure
	Efficient Use of Operations Funding	Operating Cost Effectiveness	
	Implementation Feasibility	Feasibility Score	
	ITS Benefits	Coordinated Technology	
	Economic Benefits	Impact on Employment/Housing	
5. Safe, Healthy and Clean	Safety	Collisions	Facility-Specific Measure
	VMT	VMT Per Capita	Network Wide Measure
	GHG	GHG Per Capita	
	Active Transportation Mode Share	Demand for Active Transportation	

Sources: Fehr & Peers, 2014.

Please contact Francisco Martin at 510-587-9422 if you have any questions or comments.

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# Memorandum

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1111 Broadway, Suite 800, Oakland, CA 94607

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**DATE:** November 3, 2014

**SUBJECT:** Countywide Transit Plan Preliminary Vision, Goals, and Performance Measures

**RECOMMENDATION:** Provide input on the Countywide Transit Plan vision, goals, and performance measures.

## Summary

The primary purpose of the Countywide Transit Plan is to identify and prioritize transit capital and operating investments in Alameda County over the next 25 years, including the identification of both short- and long-term priorities (i.e., 5, 10, 15, and 20 year horizon projects). One of the initial tasks in developing the Plan is the identification of a vision, goals and performance measures that will ultimately enable Alameda CTC to make investment decisions that result in positive change in transit services and performance. The preliminary draft framework presented here is intended to provide a simple, effective approach to accomplish the ultimate purpose of a performance framework: it should help Alameda CTC make decisions about how to spend limited funds.

The following simple, focused vision statement is proposed for the Countywide Transit Plan:

*Create an efficient and effective transit network that enhances the economy and improves quality of life and the environment.*

The transit network referred to in this vision statement includes both fixed-route, high capacity services that provide the opportunity to efficiently move people with respect to time, space and cost, as well as mobility management services (which may or may not be fixed-route) that improve mobility and access for Alameda County's residents, workers and visitors in areas that are difficult to serve with high frequency, high capacity transit. As Alameda County's and the Bay Area Region's population continues to increase, both types of transit are needed to ensure the functionality of our transportation system and its ability to move people and goods between their origins and destinations in a safe, timely, cost-efficient, equitable, and environmentally sustainable manner.

The accompanying strategic goals define the “what” that the vision needs to accomplish. Based on the proposed vision, the recommended goals are:

- Increase transit mode share
- Increase transit ridership
- Improve cost-effectiveness
- Improve efficiency
- Improve access to work, education, services, and recreation
- Reduce emissions
- Achieve State of Good Repair

This initial set of goals may be augmented or revised, but the objective will remain to limit the number of strategic goals as much as possible to maintain focus and limit redundancy.

The consultant team is continuing to develop performance measures organized around the seven strategic goals described above. A preliminary set of performance measures will be presented and discussed at the November 6, 2014 ACTAC meeting.

After receiving feedback from ACTAC on the draft vision, goals and performance measures, Alameda CTC staff and the consultant team will incorporate these comments and present a revised, final set of vision, goals and performance measures to the Transit Plan Executive Team in January 2015. The draft final vision, goals and performance measures will be presented to the Commission for adoption in February 2015.

## **Background**

Alameda CTC has relied on a conventional approach for prioritizing projects in the Countywide Transportation Plan and Transportation Expenditure Plan; namely, a call for projects followed by an evaluation process that ranked projects based on their ability to achieve long-term transportation goals. As Alameda CTC seeks to transition to a more data-driven, performance-based approach to programming, it is critical to ensure that the appropriate framework for advancing transit in the county is put in place.

The Metropolitan Transportation Commission (MTC) and Alameda CTC have established broad and comprehensive goals to guide the implementation of their transportation programs. The vision and goals focus on enhancements to the transportation system, but also address environmental and land use objectives.

Transit operators, on the other hand, generally have service-oriented goals related to the delivery of their transit services. This divergence reflects the role of each type of agency. To effect change in the transit system, Alameda CTC will need to identify a vision and implement goals and performance measures that enable the agency to make investment decisions that result in positive change in transit services and performance.

The general transportation vision, goals, and performance measures for MTC and Alameda CTC can serve as background and reference points for the development of a more focused approach for the Countywide Transit Plan.

## **MTC Transportation Vision and Goals**

MTC established six transportation investment strategies in Plan Bay Area, the regional transportation plan adopted in 2013 which are as follows:

1. Invest in county priorities
2. Maintain our existing system ("Fix It First")
3. Support focused growth – OneBayArea Grant Program
4. Build next generation transit
5. Boost freeway and transit efficiency
6. Protect our climate

These strategies were supported by the following transportation performance measure categories:

- Climate Protection
- Adequate Housing
- Healthy and Safe Communities
- Reduce Injuries and Fatalities from Collisions
- Encourage Active Transport
- Open Space and Agricultural Land
- Equitable Access
- Economic Vitality
- Transportation System Effectiveness

While MTC adopted a broad set of goals for its Regional Transportation Plan, it also recognized the need to focus its goals to address the growing financial and operating challenges facing transit agencies. MTC launched the Transit Sustainability Project (TSP) to assess the major challenges facing transit and identify a path toward an affordable, efficient and well-funded transit system that more people will use. The three primary goals of the transit sustainability study were to:

1. Improve financial conditions
2. Improve service for the customer
3. Attract new riders to the system

This set of goals helped MTC and transit operators focus on the most pertinent issues for the region's transit systems. This serves as a model for Alameda CTC to use in developing a more focused vision and goals for the Countywide Transit Plan that address the unique challenges facing the delivery of transit services.

## **Alameda CTC Transportation Vision and Goals**

Alameda CTC developed a vision statement and set of goals during the development of the 2012 Countywide Transportation Plan. The transportation vision and goals state:

*Alameda County will be served by a premier transportation system that supports a vibrant and livable Alameda County through a connected and integrated*

*multimodal transportation system promoting sustainability, access, transit operations, public health and economic opportunities.*

*Alameda CTC's goals are that the county's transportation system will be:*

- *Multimodal*
- *Accessible, Affordable and Equitable for people of all ages, incomes, abilities and geographies*
- *Integrated with land use patterns and local decision-making*
- *Connected across the county, within and across the network of streets, highways and transit, bicycle and pedestrian routes*
- *Reliable and Efficient*
- *Cost Effective*
- *Well Maintained*
- *Safe*
- *Supportive of a Healthy and Clean Environment*

### **Proposed Countywide Transit Plan Vision and Goals**

Many elements of the existing vision can apply to transit. However, Alameda CTC must make hard decisions about how to allocate scarce funding among a large number and dollar value of transit needs. Consequently, it is important to focus on the key purpose of transit – to provide people with mobility that enables them to access the things that contribute to economic growth and overall quality of life (e.g., work, school, shopping, health care, and cultural and recreational activities). Transit can provide access that would otherwise be unavailable or would be much more costly for individuals (or for society) to provide due to physical, environmental, and financial impacts and constraints. As our population increases, we will have to focus on providing access in more cost effective ways if we want to maintain or improve our economy, quality of life and environment. We can do this by minimizing the distances people have to travel (through land use decisions or technology) and by moving people more efficiently with respect to space, time and cost.

The vision for the Countywide Transit Plan is as follows:

*Create an efficient and effective transit network that enhances the economy and improves quality of life and the environment.*

The transit network referred to in this vision statement includes both fixed-route, high capacity services that provide the opportunity to efficiently move people with respect to time, space and cost, as well as mobility management services (which may or may not be fixed-route) that improve mobility and access for Alameda County's residents, workers and visitors in areas that are difficult to serve with high frequency, high capacity transit. As Alameda County's and the Bay Area Region's population continues to increase, both types of transit are needed to ensure the functionality of our transportation system and its ability to move people and goods between their origins and destinations in a safe, timely, cost-efficient, equitable, and environmentally sustainable manner.

A simple, focused vision sets the stage for an effective performance framework. The strategic goals define the “what” that the vision needs to accomplish. Effective strategic goals need to define a set of separate yet integrated elements that support the vision. Based on the proposed vision, the recommended goals are:

- Increase transit mode share
- Increase transit ridership
- Improve cost-effectiveness
- Improve efficiency
- Improve access to work, education, services, and recreation
- Reduce emissions
- Achieve State of Good Repair

This initial set of goals may be augmented or revised, but the objective will remain to limit the number of strategic goals as much as possible to maintain focus and limit redundancy. Conflicts arise when a portfolio of strategies (i.e., policies, programs, and projects) clearly helps to achieve one of the strategic goals, but is counterproductive for another.

### **Performance Measures**

The consultant team is continuing to develop performance measures organized around the strategic goals described above. A preliminary set of performance measures will be presented and discussed at the November 6, 2014 ACTAC meeting.

**Fiscal Impact:** There is no fiscal impact.

### **Staff Contacts**

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