Photo source: H. Der

CHAPTER 4

IMPLEMENTATION OF PROJECTS AND PROGRAMS

CHAPTER 4: IMPLEMENTATION OF PROJECTS AND PROGRAMS

Bridging the gap between planning and action is critical to this planning process. Implementation of this plan relies on multiple jurisdictions and agencies. Furthermore, funding for the strategies may be acquired from a variety of sources, including local, regional, state and federal sources. This chapter describes the specific projects, programs, and actions that the City will implement to increase transportation choices, and reduce drive alone trips. This Chapter also describes a plan of action to establish an implementation process and timeline, secure commitments by lead agencies and project partners, and pursue required funding.

This chapter includes the following sections:

- City Administration
- Funding Sources
- Implementation Priorities
- Projects and Programs

CITY ADMINISTRATION: MANAGING AND MONITORING TRANSPORTATION EFFORTS

With multiple lead agencies, the City, Caltrans, AC Transit, WETA, Alameda CTC and the Transportation Management Association (TMAs) carrying out transportation improvements, effectively managing and monitoring transportation programs is a complex task that needs ongoing resources to address transportation issues and to monitor and evaluate performance. Additionally, it takes dedicated staff resources to effectively implement projects from beginning to end, including planning, environmental, design, and construction of transportation projects.

In addition to specific operational and capital improvements to transportation services and facilities, ongoing review and management of the transportation goals and strategies are necessary to make sure that projects and programs adequately reflect the needs of the community.

Specific actions for City staff include the following:

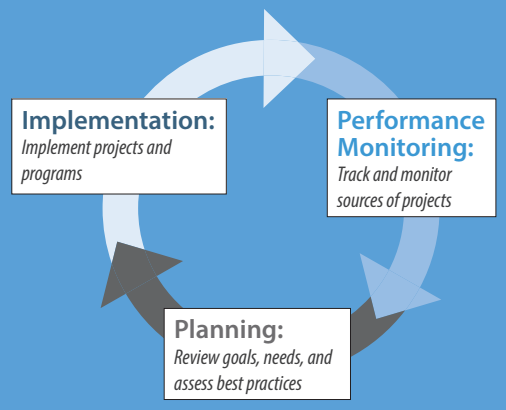
- Performance Monitoring, including:
  - Mode shift away from drive-alone trips for to/from Alameda and trips within Alameda
  - Transit performance (Reliability, ridership, maximum travel time)
  - Parking occupancy (availability)
  - TDM Programs participation and effectiveness
  - Bicycle, pedestrian, and motorist counts at major intersections and estuary crossings
  - Impacts of transportation network company trips such as Uber and Lyft on drive alone trips

PERFORMANCE MONITORING

Performance monitoring is an important part of tracking the effectiveness of projects and programs. The following indicators have been identified to help track mode shift and meeting targets. Monitoring uses readily available data, including census data, ridership information, and traffic counts.

- Alameda Residents Means of Transportation to work
  - Reduce drive-alone percentage from 60 percent to 50 percent by 2030
- Estuary Crossing Traffic Counts
  - Reduce to or below year 2010 levels of 11,900 drive-alone vehicles during morning peak hour
- Bicycle and Pedestrian Counts
  - Increase by 38 percent over most recent counts by 2030*
- Transit Performance
  - Increase ridership by 43 percent over 2015 levels by 2030

**Existing bicycle and pedestrian counts not available at time of publication.*



- Annual/bi-annual Review of Transportation Projects:
  - Seek input from community members on transportation issues and priorities
  - Assess priorities, goals and objectives, and adjust based on performance monitoring and community/stakeholder input
  - Provide quarterly reports to the Transportation Commission and annual reports to the City Council
- Best Practice Guidelines and Policies: Incorporate into project approval processes and include best practice materials from local transit operators, Caltrans, and national sources, such as from the National Association of City Transportation Officials (NACTO)
- On-going Coordination with Transportation Partners: Includes transit operators, adjacent jurisdictions, the private sector and the general public to align priorities, monies and expertise
- City Staff Resources: Provide sufficient staffing resources to effectively implement projects and increase staffing levels to expedite implementation of the projects and programs, if funding is available
- Program Operations: Manage operations of transportation programs such as bicycle locker maintenance, ferry terminal maintenance and Paratransit Program and bike share, if applicable.
- Project Funding Applications: Apply for local, state and federal funding for projects and seek partnerships with private entities as appropriate
- Project Implementation: Manage project implementation through all the project stages--plans, concepts, designs and construction--with adequate public involvement and inter-departmental and multiple jurisdictional collaboration, which could shift the definition, priority or list of projects as described in the Transportation Choices Plan

By effectively managing transportation projects, continuing to seek funding, implementing the various stages of projects from plans and concepts to designs and construction and monitoring progress, the City will be able to meet its goals of reducing drive alone trips and of improving transportation options.

FUNDING PROGRAMS

There are a variety of funding programs for different types of projects, including operating, maintenance, or capital projects. The following list is sourced mainly from Alameda CTC modal plans, which provide an extensive list of funding programs. There are also new sources of funding such as the Senate Bill 1 – Transportation Funding legislation, a gas tax increase, which passed earlier this year and the upcoming Regional Measure 3, a bridge toll increase to fund transportation projects, which is planned to be on the ballot next year.

Federal Programs

- Federal Transit Administration (FTA):
  - FTA: Section 5307 (Urbanized Area Formula)
  - FTA: Section 5337 (State of Good Repair)
  - FTA: Section 5339 (Bus and Bus Facilities)
  - FTA: Section 5309 (Capital Investment Grants)
- Federal Highway Administration (FHWA):
  - Fixing America's Surface Transportation Act (FAST)
  - Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD)
  - Highway Trust Fund (Federal Gas Tax)
  - Congestion Mitigation and Air Quality (CMAQ)
- One Bay Area Grant (OBAG) Program: Surface Transportation Program/Congestion Mitigation and Air Quality (STP/CMAQ), Transportation Alternatives (TA)
- United States Department of Transportation (US DOT:
  - Transportation Investment Generating Economic Recovery (TIGER)
  - Transportation Infrastructure Finance and Innovation (TIFIA)

Local, Regional and State Programs

- Alameda County Transportation Commission (Alameda CTC):
  - Transportation Expenditure Plans
  - Measure B (Half-cent sales tax for transportation)
  - Measure BB (One cent sales tax for transportation projects in Alameda County)
  - Measure F ($10 annual vehicle registration fee)
- Bay Area Air Quality Management District (BAAQMD):
  - Transportation Fund for Clean Air (TFCA)
- California Air Resources Board: Greenhouse Gas Reduction Fund (GGRF or cap and trade)
- Caltrans:
  - Local Assistance Programs
  - Active Transportation Program
  - Sustainable Transportation Planning Grant Program
  - Transportation Development Act (TDA)
  - MTC: Regional Measure 2 (RM2)
- State of California:
  - AB 1107 (Half-cent sales tax for transit projects)
  - SB-1 Transportation funding
  - State Transportation Improvement Program (STIP)
  - State Infrastructure Bank Financing
  - Vehicle Registration
- Public-Private Partnerships: Private sector interests can help fund transportation infrastructure and services that provide mutual benefits

Table 9 below summarizes those projects in the plan that currently are funded. In total, 19 projects or elements of projects are funded, representing $61 million in dedicated transportation funding. In addition, there are 8 projects that currently are underway and are listed after the table.

Table 9: Plan Implementation – Funded Projects and Programs

Project # in Plan	Projects/Programs	Fiscal Years 2017-19	Fiscal Years 2019-21	Total Budget
4	AC Transit EasyPass Program Expansion	$100,000	NA	$100,000
19	Appezzato Parkway Bus Lanes	$1,350,000 (Preliminary Engineering)	$7,650,000 (Construction)	$9,000,000
2, 3,5,6, 9 & 20	Bicycle Parking	$30,000	NA	$30,000
2 & 9	Bicycle and Pedestrian Plan and Guidelines Update / Vision Zero Safety Policy/Plan	$300,000	NA	$300,000
3	Bus Stop Improvements	$10,000	NA	$10,000
30	Central Avenue Safety Improvements (Pacific Ave/Main St to Sherman St/Encinal Ave)	$557,000 (PE)	$11,644,000 (CON)	$12,200,000
30	Clement Avenue Complete Street (Grand Street to Broadway)	$641,000 (PE)	$5,027,082 (CON)	$5,668,082
30	Clement Avenue / Tilden Way – Union Pacific purchase – Complete Street Extension	$2,282,000 (PE/ROW)	$7,200,981 (CON)	$9,482,981
20	Cross Alameda Trail (Appezzato Pkwy and Gap Closure to Jean Sweeney)	$5,186,119 (PE/CON)	NA	$5,186,119
30	Otis Drive Traffic Calming and Bikeway (Westline – Grand Street)	$500,000 (PE/CON)	NA	$500,000
27	Seaplane Lagoon Ferry Terminal (assumes Site A moves forward)	$2,500,000 (PE)	$15,700,000 (CON)	$18,200,000
11	Transportation Awareness Campaign	$250,000	NA	$250,000
Implementation Chapter	Transportation Monitoring and Evaluation	$75,000	NA	$75,000
	Total	**$13,781,119**	**$47,222,063**	**$61,002,182**

Note: "NA" is denoted in subsequent fiscal years because the City only has approved a two-year budget cycle through June 30, 2019.

Besides the grants and funded projects/programs listed in the previous table, other on-going City actions include the following:

- Improving access to the ferry terminals in concert with WETA and AC Transit (Projects #5 and #6);
- Launching a bike share pilot program (Project #13);
- Expanding the Alameda TMA to include other geographic areas (Project #32);
- Working with a parking consultant to ensure the 85 percent occupancy goal is met (Project #7);
- Monitoring the potential for shared ride services such as UberPOOL and Lyft Line for seniors and people with disabilities (Project #18); and
- Coordinating with key stakeholders on long-term projects (Projects #35-39).

IMPLEMENTATION PRIORITIES

While all projects and programs recommended in the plan are important, completion time frames and priority were identified to provide City staff with direction on which projects to focus on moving forward. Three time frames for completion are identified:

- Near-Term Completion: 1 to 3 Years
- Mid-Term Completion: 3 to 8 Years
- Long-Term Completion: 8 + Years

Each near-term and mid-term project was identified as either High Priority or Medium Priority (long-term projects will need further analysis for an assessment of priority). Project priority was determined using the following fve categories: ability to address the goals for trips to/from Alameda and within Alameda, mode shift, carbon dioxide reduction, equity, and safety. Projects with higher than average scores were considered High Priority and projects with lower than average scores were identified as Medium Priority.

A summary of projects and programs is presented in Table 10, it includes a description of the time-frame for completion, lead agency, partner agencies, priority, lead agency, and partner agencies. The projects and programs are organized by completion time-frame and priority and presented in alphabetical order. Figures 20, 21 and 22 are maps of near-term, mid-term, and long-term completion projects and programs. Detailed descriptions of each project are provided in the final section of this chapter, "Projects and Programs."

Table 10: Implementation Priorities

	Projects and Programs	Priority	Lead	Partner Agencies
Near-Term Completion (1 - 3 years)				
1	Alameda Shuttle Exploration	High	City of Alameda	AC Transit, GABA
2	Bicycle Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan	High	City of Alameda	Caltrans, Bike Walk Alameda
3	Bus Stop Improvements	High	AC Transit	City of Alameda
4	EasyPass Expansion	High	City of Alameda, TMA, AC Transit	DABA, WABA, HOAs
5	Harbor Bay Ferry Terminal Access and Parking Management Improvements	High	WETA	City of Alameda
6	Main Street Ferry Terminal Access and Parking Management Improvements	High	WETA, City of Alameda, AC Transit	
7	Parking Management	High	City of Alameda	WABA,DABA
8	Parking Policies for New Development	High	City of Alameda	TMA
9	Pedestrian Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan	High	City of Alameda	Caltrans, Bike Walk Alameda
10	Transit Signal Priority	High	City of Alameda	AC Transit, Caltrans
11	Transportation Awareness Campaign	High	City of Alameda	AC Transit, TMA
12	Transportation Partnerships with Existing Businesses and Residences	High	City of Alameda	TMA, HOAs
13	Bike Share	Medium	City of Alameda	TMA, Bike Walk Alameda
14	Casual Carpool Additional Pickup Locations	Medium	City of Alameda	Caltrans
15	Constitution Way Carpool Lane	Medium	City of Alameda	Caltrans
16	Estuary Water Shuttle Crossing and WETA Ferries to Oakland	Medium	City of Alameda, WETA, TMA	City of Oakland, Coast Guard, Oakland Waterfront Developments
17	Westline Drive Bus Lane	Medium	City of Alameda	AC Transit
18	Shared Ride Service for Seniors and People with Disabilities	Medium	City of Alameda	Alameda CTC
Mid-Term Completion (3 - 8 years)				
19	Alameda Point Bus Rapid Transit Service	High	TMA	TMA, AC Transit
20	Bicycle and Pedestrian Corridor Improvements	High	City of Alameda	City of Oakland, Caltrans, Alameda CTC, Bike Walk Alameda

Projects and Programs		Priority	Lead	Partner Agencies
21	Citywide Safe Routes to School Audits and Improvements	High	City of Alameda	Alameda CTC, Alameda Unified School District, Caltrans, Bike Walk Alameda
22	Crosstown Express Bus Service	High	AC Transit	City of Alameda, WETA
23	Increase Frequency and Span of Service for Ferry Service	High	WETA	City of Alameda
24	Increase Frequency and Span of Service for Local Bus Routes	High	AC Transit	City of Alameda
25	Increase Frequency and Span of Service for Transbay Bus Service	High	AC Transit	City of Alameda
26	Miller-Sweeney Multimodal Lifeline Bridge	High	Alameda County	City of Alameda/Oakland
27	New Seaplane Lagoon Ferry Terminal & Service	High	WETA	City of Alameda
28	Regional Transit Hub Connector Bus Service	High	AC Transit	City of Alameda, City of Oakland, WETA
29	TDM Ordinance Update	High	City of Alameda	TMA
30	Vision Zero Safety Improvements and Traffic Calming	High	City of Alameda	Caltrans, Bike Walk Alameda
31	Bikes in Buses through Webster/Posey Tubes	Medium	AC Transit	City of Alameda, , Bike Walk Alameda
32	Citywide Transportation Management Association	Medium	City of Alameda	TMA
33	Faster Line 51A Bus Service	Medium	AC Transit	City of Alameda
34	New Technologies and Innovations	Medium	City of Alameda	Caltrans
Long-Term Completion (8+ years)				
35	BART to Alameda	n/a	BART	City of Alameda
36	Comprehensive Congestion Management, (Citywide EasyPass Expansion, Increase Frequency to 15-minute Maximum for Local Bus Routes, Congestion Pricing)	n/a	City of Alameda	Alameda CTC, TMA, AC Transit
37	New Transit/Bike/Pedestrian Lifeline Tube	n/a	Caltrans	City of Alameda and Oakland, Port of Oakland, Bike Walk Alameda
38	Webster/Posey Multimodal Lifeline Tubes	n/a	Caltrans	City of Alameda, Oakland, Alameda CTC
39	West End Bicycle/Pedestrian Crossing	n/a	City of Alameda	Port of Oakland, City of Oakland, Coast Guard, Alameda CTC, Bike Walk Alameda

Figure 20: Near-Term Completion (1 - 3 years)

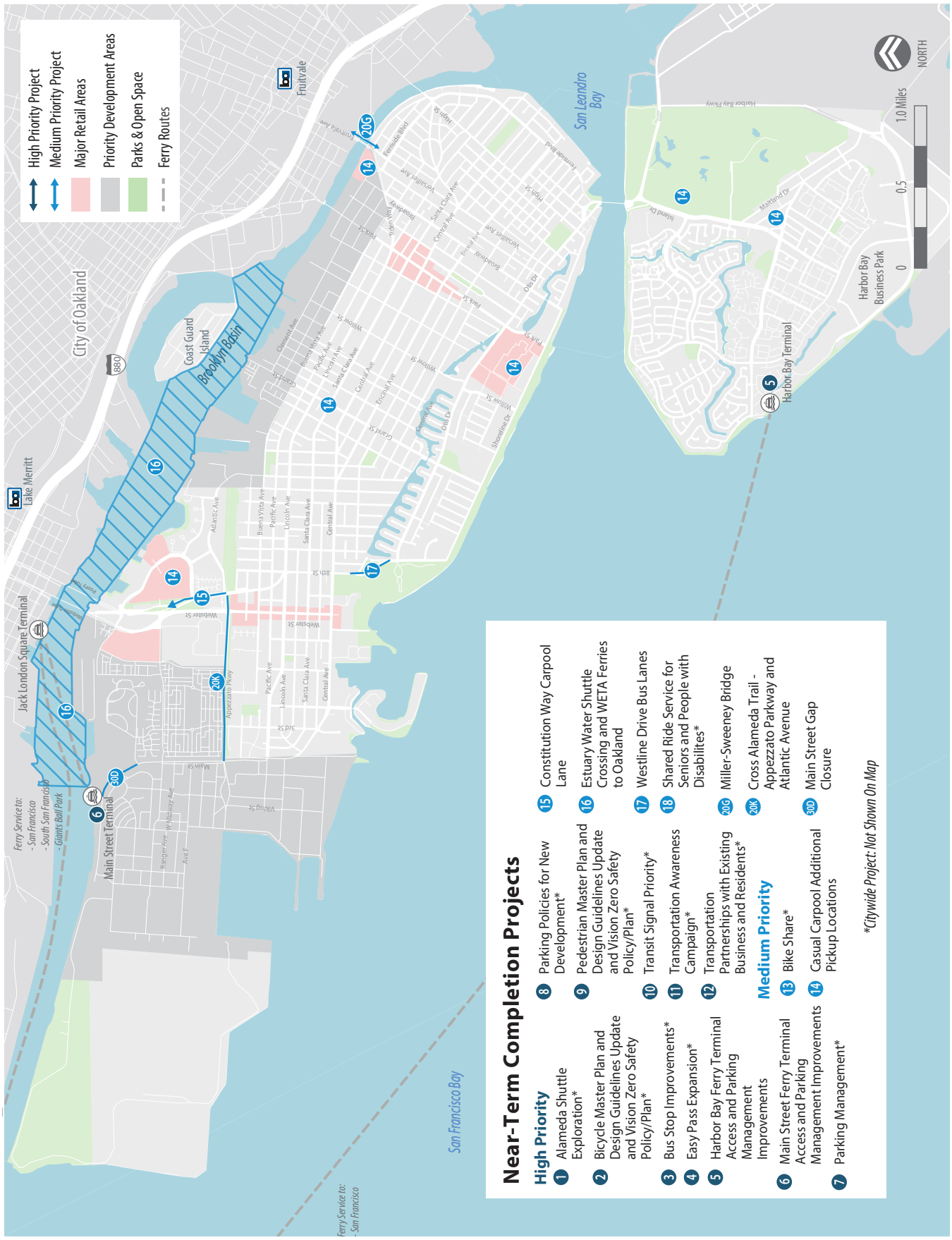


Figure 21: Mid-Term Completion (3 - 8 years)

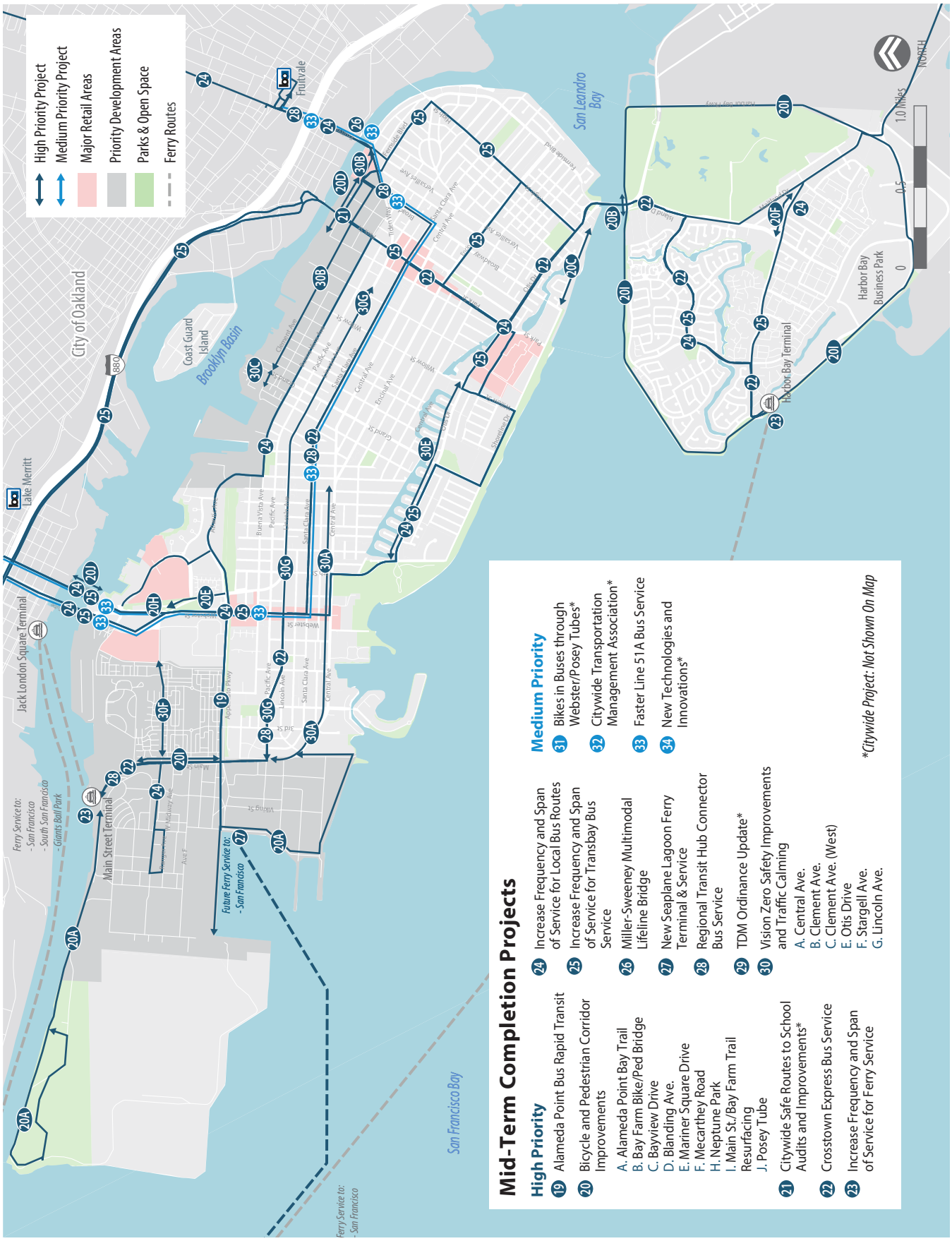
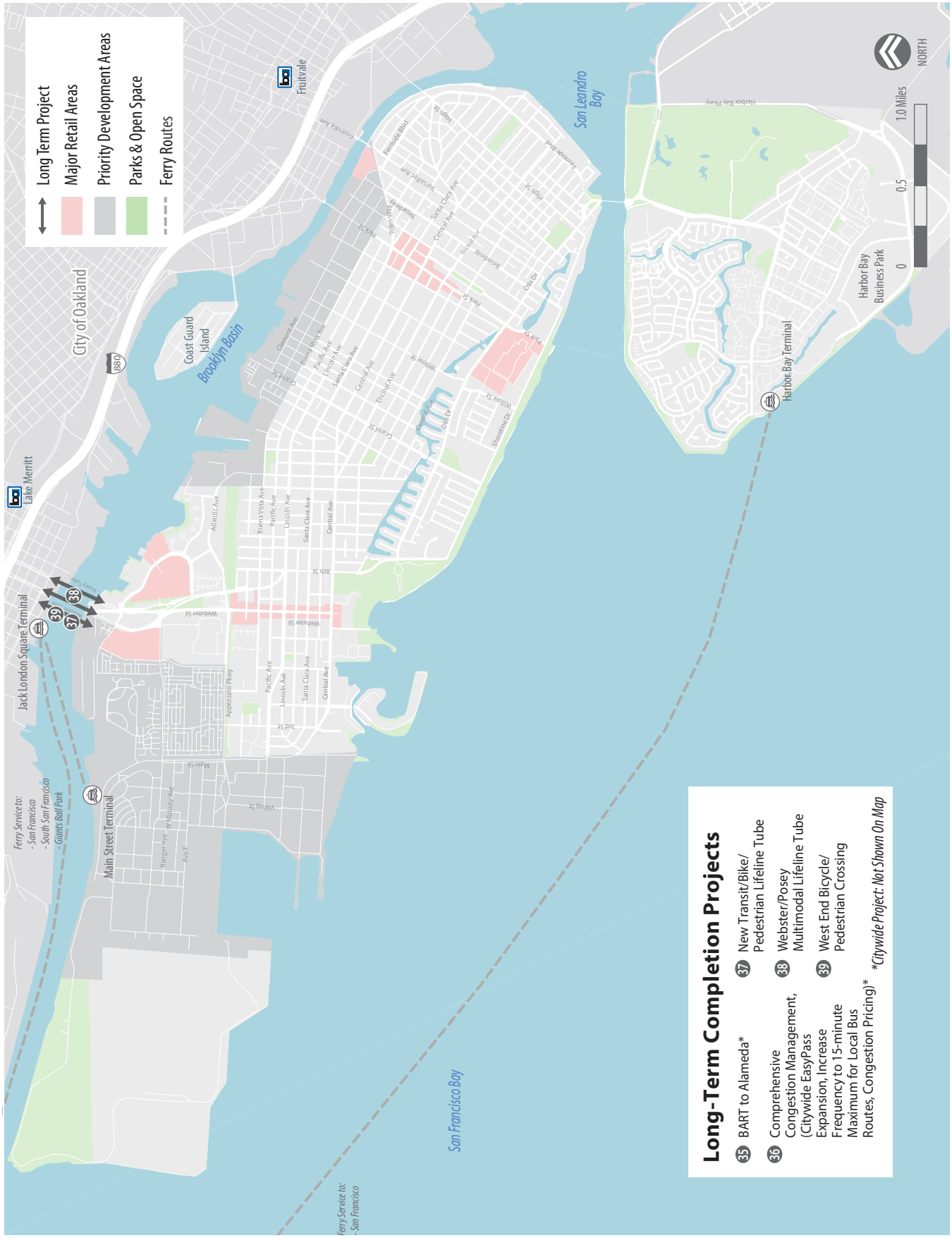


Figure 22: Long-Term Completion (8+ years)

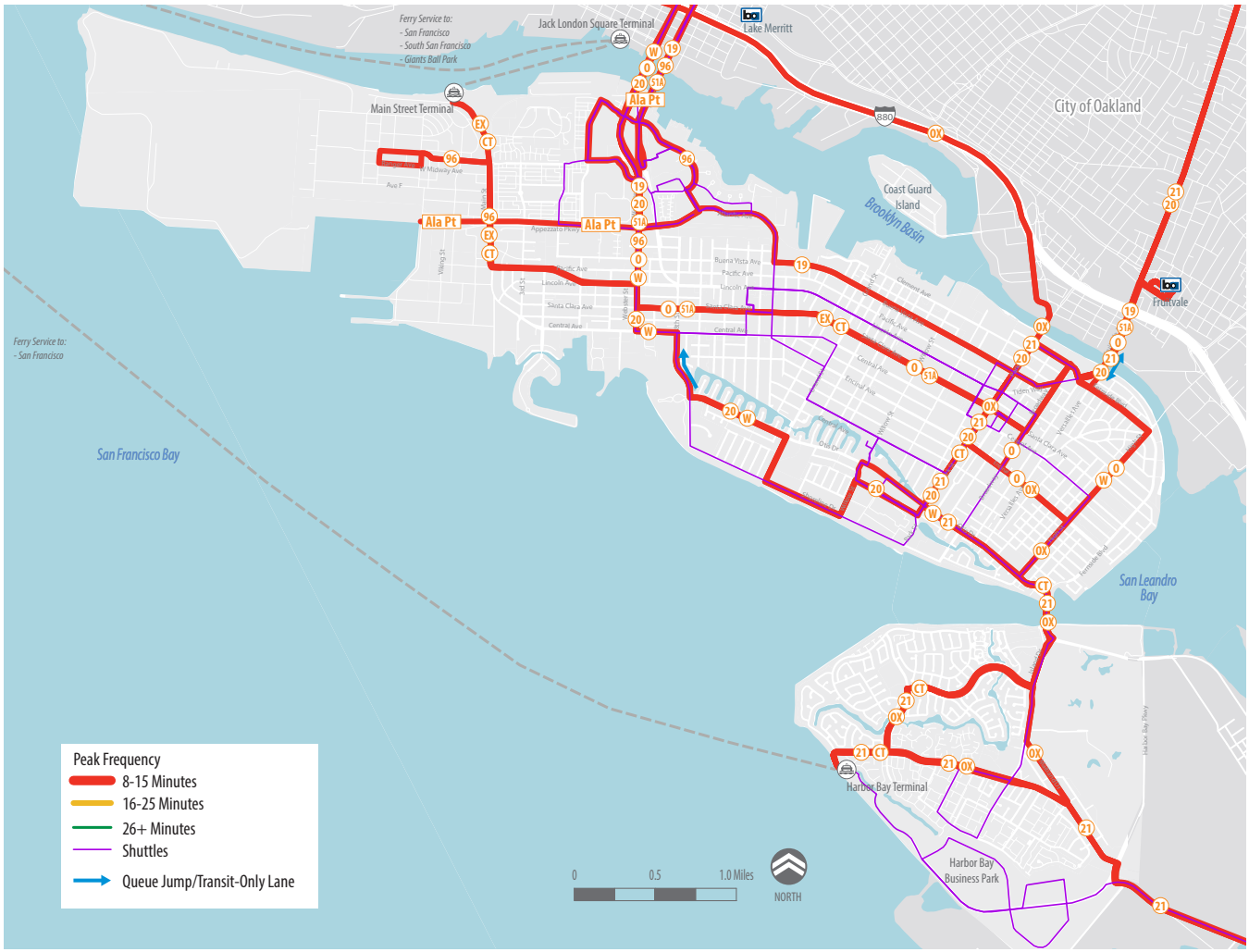


TRANSIT NETWORK

There are a number of transit and transit supportive projects and programs in the list of projects and programs. It is important to consider these not just as individual projects but as part of a Citywide network of services. This is consistent with Priority Strategy #3 – "Expand transit and achieve a low-cost or "free" rider experience within Alameda," as well as Priority Strategies #1 and #2 which expand transit services to Oakland/BART and San Francisco. Figure 23 depicts the transit network that would result when all the near-term and mid-term transit projects were implemented, and Figure 24 adds all the long-term projects to this network, showing the service coverage and frequency for both scenarios.

Figure 23: Transportation Choices Plan Transit Network

Figure 24: Transit Network for Transportation Choices Plan Including Long-Term Projects



DETAILED PROJECTS AND PROGRAMS

This section describes the specific projects and programs that the City will implement to increase transportation choices and reduce drive alone trips.

Each project and program includes the following descriptors:

- Community Input. Relates findings shared by community members through the stakeholder outreach process.
- Estimated Costs. Provides an order-of-magnitude planning level cost estimate. These costs are preliminary estimates, and include outreach, design, environmental review, construction, operating, and/or program costs, as applicable.
- Status. Provides a description of the current status of the project, and identifies the policy or origin document for reference.
- Benchmarks. Provides 2-year and/or 5-year benchmarks that the City of Alameda will use to measure progress toward achieving its goals and implementing the strategies.
- Assessment. Provides an evaluation based on the projects' ability to meet the following objectives: drive alone trips reduced, climate change, equity, and safety. The assessment table also includes information on time frame and identifies which of the two goals are applicable. See Table 11 for how the ratings are applied. Also, a cumulative evaluation is presented at the end of this chapter.

The projects and programs are categorized by completion time-frame and presented in alphabetical order.

Table 11: Ranges Used in Project Assessments

Measure	Assessment Range	
Time Frame for Completion	Near-Term Completion: 1 to 3 Years Mid-Term Completion: 3 to 8 Years Long-Term Completion: 8 + Years	
Goals	✓	Goal 1 Estuary Crossings: Decrease drive alone trips at estuary crossings, especially in the peak period.
	✓	Goal 2 Alameda Trips: Increase the share of walking, bicycling, transit, and carpooling trips within Alameda.
2030 Mode Shift (Drive Alone Trips Reduced)	+	Up to 100 trips per day (average weekday)
	++	100 to 200 trips per day (average weekday)
	+++	>200 trips per day (average weekday)
CO_2 Annual Reductions (metric tons)	+	Up to 44 metric tons
	++	44 to 88 metric tons
	+++	>88 metric tons
Equity	N/A	Does not improve conditions for area with higher concentrations of low-income and minority populations
	✓	Improves conditions for areas with higher concentrations of low-income and minority populations
Safety	N/A	Does not improve safety
	✓	Improves safety

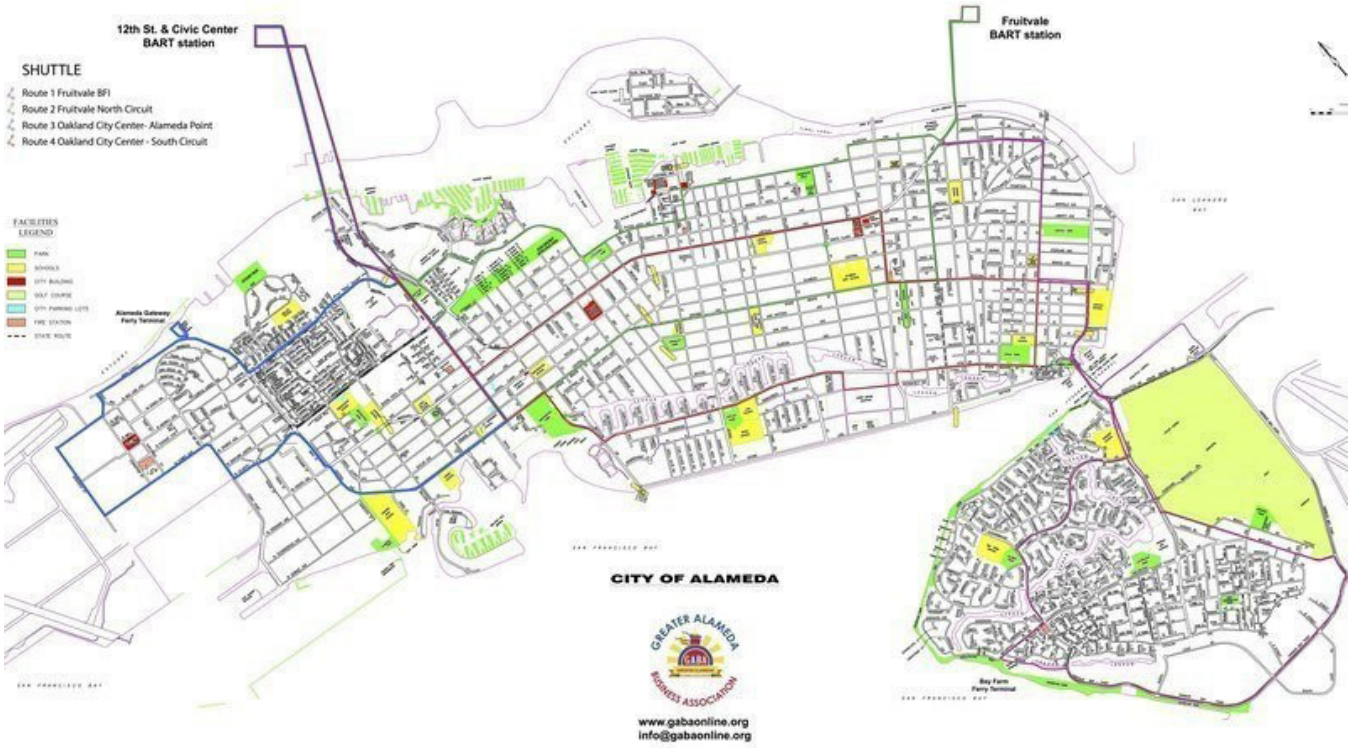
1. Alameda Shuttle Exploration

Based on survey results from the community, one of the highest transportation desires for Alameda is the implementation of an Alameda-wide transit shuttle service that would provide convenient connections for trips within the City, as well as for service to the BART stations in Oakland and the ferry terminals. The Alameda-wide shuttle as envisioned and initiated by the Greater Alameda Business Association (GABA) and supported generally by the Chamber and other business associations would have the following attributes:

- Frequent service, with 10-minute frequency during peak hours; no more than 15-minute frequency during most business hours, and 30-minute frequency during off-peak hours.
- Free to the end user, as a system without fare boxes removes a barrier to ridership and could encourage greater use when combined with other attributes.
- Routes that serve schools, parks, senior facilities, business districts large and small, and are within three blocks or less of most Alameda residences.
- Zero-emission vehicles, with accommodations for passengers with disabilities and bicycles.
- Connections to regional transportation hubs – BART and the ferry terminals – to not only ease congestion at existing choke points, but also to encourage ridership by visitors and those who commute to work.

Implementation of this project for Council consideration would include:

- A refined Alameda-wide shuttle design that is distinct to Alamedans with input from AC Transit, Business Community, Transit experts from MTC, UC Berkeley and/or other shuttle services, and the City's transportation consultant and staff in order to develop potential costs and funding options for an Alameda-wide Shuttle. Cost analysis would include startup, capital and operating costs for a new shuttle system.



Alameda Free Shuttle Concept - Source: GABA

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- Operational and functional considerations of how this service would augment, enhance, duplicate and/or relate to services provided by AC Transit and the private shuttles currently in operation.
- Review potential shuttle service in conjunction with GABA, from AC Transit, MTC and the Alameda CTC and share their feedback and recommendations.
- Address the logistics of starting a shuttle system including but not limited to identification of facilities, staffing, operating systems, vehicles, bus stops and staging space.
- Development of a potential phasing plan for an incremental process of transitioning to an Alameda Shuttle through the transit improvements identified as part of this plan:
  - Pilot project – explore potential pilot routes, which may include, but is not limited to, the Crosstown Express Bus service (Project 22).
  - Expansion of the EasyPass program (Project 4) as a step towards a fare-free or reduced fare shuttle.
  - Increased frequencies on the local AC Transit Lines 19, 20, 21 and 96 (Project 24).

Community Input

- 69% of telephone survey respondents would use locally sponsored free buses (supplementing existing AC transit) serving BART, ferry terminals and Alameda shopping. A third (33%) responded in support of higher sales or property taxes to pay for locally sponsored free buses.
- The community and stakeholder meetings and the on-line survey showed strong interest in some sort of Alameda shuttle service.

Estimated Costs

- $10,000 for consultant support, if necessary. Costs for full construction/implementation of the plan are not yet determined.

Status

- This is a new project identified as part of this planning process in response to GABA interest.

Benchmarks

- 2-year: Complete exploration process
- 5-year: Pending results of the study, initiate pilot program

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	Specific improvements not yet identified, pending completion of the exploration study		Not yet determined, depends on populations served	✓

2. Bicycle Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan

This effort will update the City's Bicycle Master Plan (adopted 2010), including updating the vision, goals and policies, identifying bicycle network gaps, prioritizing projects, and developing implementation and funding strategies that promote bicycling. This update to the Bicycle Plan also will update the bicycle projects listed in Project #20 (Bicycle and Pedestrian Corridor Improvements) and in Project #30 (Vision Zero Safety Improvements and Traffic Calming). Improvements will seek to reduce drive alone trips and make bicycling safe and convenient for users of all ages and abilities within Alameda and to and from Oakland. It is recommended that the City also updates its current Bicycle Facilities Design Standards to include the NACTO bicycle design guidelines for bicycle facilities, and a "Vision Zero" policy aimed at fully eliminating severe injury and fatal collisions in part through the encouragement of within Alameda travel speeds at or under 25 miles per hour.

This project will:

- Improve safety for people who are bicycling
- Improve convenience and access for bicycling within Alameda and to or from Oakland

Community Input

- Input during the first round of community and stakeholder meetings resulted in an emphasis on safety in the goals and objectives of the plan. 31 percent of telephone survey respondents stated that "poor safety for bicyclists" is an issue.
- 58 percent of telephone survey respondents said they "strongly agree" or "agree" that Alameda should make it easier to walk, bicycle, or take transit to destinations rather than relying on a car.

Estimated Costs

- $150,000 for plan and design guidelines update effort. Costs for full construction/implementation of the plan is not yet determined.

Status

- This planning process will be an update to the existing Bicycle Master Plan. It is expected to kick off in 2017/2018, and will be combined with the Pedestrian Plan and Design Guidelines update effort. It is funded in the City's two-year budget for $300,000.
- The project is consistent with General Plan goals 4.3.3.a "Maintain and implement the Bicycle Master Plan…" and 4.3.3.c "Identify gaps and deficiencies in the City's existing bike network and develop strategies to rectify them." The General Plan's Safety Element now has a Vision Zero Policy, which further supports the need for bicycle network and intersection improvements.

Benchmarks

- 2-year: Initiate project planning process
- 5-year: Complete planning process with City Council approval

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	Specific improvements not yet identified		Not yet determined, depends on populations served	✓

3. Bus Stop improvements

This project will improve bus stops to enhance rider comfort and help improve the speed of buses at stops. Improvements may include benches, bike racks, shelters, lighting, street pavement, bus pads or bulb outs, near-level platforms, expanded red curbs at stops, and signs stating "right-turn only – buses exempt" in existing right-turn lanes before far side bus stops. The assessment assumes speed improvements at ten stop locations.

This project will:

- Decrease dwell time due to faster boarding and alighting
- Provide faster bus service from bus queue jump lanes in right-turn only lanes
- Improve safety and comfort

Community Input

- 58 percent of those interviewed in a telephone survey "Strongly Agree" or "Agree" that Alameda should make it easier to walk, bicycle, or take transit to destinations rather than relying on a car.
- A frequent web survey comment about buses is that respondents want more reliable and faster buses.

Estimated Costs

- $300,000 to $1 million for capital costs. Costs will vary depending on the extent of improvements.

Status

- This is a new project. Collaboration with AC Transit and adjacent properties will be necessary to identify spot improvements.
- The Transportation Element of the General Plan recommends enhanced bus stops for transit streets.

Benchmarks

- 2-year: Work with AC Transit to identify locations for improvements. Identify funding opportunities and apply for grant funding.
- 5-year: Complete at least ten bus stop improvements.

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	+	+	Not yet determined, depends on populations served	✓

4. EasyPass Expansion

The current AC Transit EasyPass program provides Peralta Community College students, Alameda Point Collaborative residents and residents of participating developments such as Marina Shores (89 residential units) and Park Alameda Apartments (62 affordable residential units) with subsidized Clipper cards that can be used for local and transbay bus service. This improvement will expand the EasyPass program for discounted bus passes beyond new developments and the current participants to existing businesses, residents, and homeowner associations (HOAs). The program could be administered through the citywide TMA, and will be available to city residents as well as people who work in Alameda. The program will further create incentives for transit ridership within and to areas outside of Alameda by making transit more affordable and easy to use for residents and employees. Estimates assume the program expansion will include 5,000 employees, students, and residents.

This project will:

- Encourage transit use for local and transbay trips by making it more affordable and easy.
- Reduce drive alone use for local and transbay trips.

Community Input

- 69 percent of those interviewed in a telephone survey would use locally-sponsored free buses.

Estimated Costs

- Costs need to be negotiated with AC Transit. For planning purposes, $70 annual per rider (serving an estimated 5,000) is assumed. This cost will be $350,000 and $25,000 in program administration.

Status

- This is a new project identified in this planning process

Benchmarks

- 2-year: Establish agreement with AC Transit for delivery of expanded EasyPass program; Outline program implementation by engaging residents, HOAs, business districts and the citywide TMA.
- 5-year: Implement with initial participants and monitor efforts.

Assessment: High Priority

Lead: City of Alameda, TMA, AC Transit

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	+++	+++	Not yet determined, depends on populations served	N/A

5. Harbor Bay Ferry Terminal Access and Parking Management Improvements

Access to Harbor Bay Ferry is limited due to its location. Bicycle infrastructure exist and AC Transit buses are timed to meet ferry departures. However, an estimated 350 ferry riders drive and park at or near the terminal, while the Harbor Bay ferry terminal's lot only has a capacity of 250 spaces. This causes spillover parking within adjacent neighborhoods and in parking intended for visitors to the adjacent Shoreline Park. This ongoing project is being conducted by WETA and the City of Alameda and is seeking to improve access and parking management. This project includes parking management, such as parking pricing at the terminal to help fund access improvements, a residential permit parking program for local residents, and bicycle, pedestrian and bus improvements to the station. Improving multimodal access to the station and appropriately managing parking will help increase ridership and minimize neighborhood impacts. Proceeds from parking charges could potentially be used to fund other access improvements and services. Also, there is a need to enforce the parking so that TNCs such as Uber and Lyft are not using the parking or interfering physically with the reliability of bus access.

This project will:

- Encourage transit, walking, bicycling and carpooling over driving alone for accessing the ferry terminal.
- Reduce negative impact on the adjacent neighborhood.

Community Input

- One in three of those interviewed said getting to key transit hubs, such as BART and Ferry Terminals, was a "Major Issue" or an "Issue"
- The web survey respondents and community member participants also stated concerns accessing this ferry terminal.

Estimated Costs

- Short term bus improvements are costs in project #24: Increase Frequency and Span for Local Bus Routes
- Specific improvements are not yet determined and costs cannot be determined at this time.

Status

- The Harbor Bay Ferry Terminal Parking Plan was approved by the Alameda City Council in February 2017, and implementation began in August 2017 with a residential parking permit program.
- The project is consistent with the City of Alameda General Plan Transportation Element goal 4.3.1.i, "Develop parking management strategies for both new development projects and, as appropriate, for existing development".
- WETA approved a parking policy to help improve access to terminals with Harbor Bay as the first one to be considered for priced parking.

Benchmarks

- 2-year: Completion access improvement and monitor efforts
- 5-year: Implement phase II of improvements that are based on the monitoring and evaluation.

Assessment: High Priority

Lead: WETA

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	N/A	+	+	N/A	N/A

6. Main Street Ferry Terminal Access and Parking Management Improvements

Access to the Main Street Ferry Terminal is limited due to its location. There is a lack of bicycle infrastructure, transit access, and parking demand management strategies to, around, and at the ferry terminal. This ongoing project being conducted by WETA in collaboration with the City of Alameda and AC Transit are seeking to improve in all three areas. Improvements may include parking reconfiguration, pricing, and management, bus service connecting downtown commercial centers and the rest of the City with the ferry terminal as stated in Projects 22 (Crosstown Express Bus Service) and 28 (Regional Transit Hub Connector Bus Service), and bicycle gap closures on Main Street to make biking to/from the station easier and safer (as stated in Project 30. Vision Zero Safety Improvements and Traffic Calming). Improving multimodal access to the station and appropriately managing parking will help alleviate issues effecting the system and improve overall Transbay transit service. The City is considering parking management options in the existing parking facilities at the terminal, including parking pricing, permits, and reserved parking to improve efficiency of parking at the terminal. With the initiation of the Seaplane Lagoon ferry terminal and service, the Main Street ferry service could switch its operations to better accommodate Alameda commuters traveling to Oakland. The ferry service could switch to serve Oakland and then San Francisco in the morning and the reverse, San Francisco to Oakland, in the afternoon and evening. WETA also is looking at ways to increase capacity at this terminal, which also could improve service. Proceeds from parking charges could potentially be used to fund other access improvements and services. Also, there is a need to enforce the parking so that TNCs such as Uber and Lyft are not using the parking or interfering physically with the reliability of bus access.

This project will:

- Encourage transit, walking, bicycling and carpooling over driving alone for accessing the Main Street Ferry Terminal
- Increase transit ridership while decreasing drive alone mode share
- Improve safety for all Main Street users.

Community Input

- One in three of those interviewed said getting to key transit hubs, such as BART and Ferry Terminals, was a "Major Issue" or an "Issue".
- A frequent web survey and community meeting comment is that respondents want bus service to and from the Main Street Ferry Terminal.
- A frequent community comment is that there needs to be safer and better bicycle access to the Main Street Ferry Terminal.

Estimated Costs

- Specific improvements are not yet determined and costs cannot be determined at this time.
- Estimated costs for other projects related to accessing the Main Street Ferry Terminal are included in Crosstown Express Bus Service (Project 22), Regional Transit Hub Connector Bus Service (Project 28), and Vision Zero Safety Improvements and Traffic Calming for the Main Street bikeway (Project 30).

Status

- The study is on-going and improvements to the ferry terminal are being implemented.
- WETA approved a parking policy to help improve access to terminals.
- The project is consistent with the City of Alameda General Plan Transportation Element goal 4.3.1.i, "Develop parking management strategies for both new development projects and, as appropriate, for existing development".

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Benchmarks

- 2-year: Complete conceptual plan with identified improvements and monitor efforts.
- 5-year: Implement phase II improvements that are based on the monitoring and evaluation.

Assessment: High Priority

Lead: WETA, City of Alameda, AC Transit

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	N/A	+	+	✓	N/A

7. Parking Management

This project builds on the existing paid parking management program housed in the Public Works Department. The existing program is designed to achieve and maintain the 2014 City Council direction to establish an 85 percent occupancy rate in Alameda's paid parking areas. This occupancy goal reduces time spent circling for parking, congestion and greenhouse gas emissions. The program employs techniques to improve parking efficiency, utilize available technology, effectively manage parking resources and assets, and adapt to changing parker behavior. The improvement also will include a review of occupancy rates, parking pricing, capital planning, wayfinding/signage, shared parking, location of loading zones, accessible on-street parking spaces and motorcycle parking.

This project will consider the implications of ride hailing services and autonomous vehicles, and will work to incorporate changes into the existing parking management program. This project also will consider establishing priority parking for carpools and implementation of fees for charter buses that use park and ride lots and bus stops. This project partners with the existing parking management pricing evaluation efforts, and will consider pricing adjustments, up to and including dynamic or demand based pricing, where necessary to meet City Council approval occupancy goals. Existing parking fees are collected to the Parking Meter Fund, and uses are regulated by the Alameda Municipal Code. Fees collected in connection with this project may contribute to maintenance/operations as well as improving transit within Alameda. WETA in collaboration with the City of Alameda is seeking to improve parking management at the ferry terminals with the potential for parking pricing to help fund transportation improvements as shown in the Harbor Bay and Main Street ferry terminal access.

This project will:

- Meet City Council directed occupancy rate of 85 percent, and reduce congestion caused by people driving in search of parking.
- Manage parking and curb use more efficiently.
- Review and potentially adjust cost to meet parking occupancy goals. Pricing adjustments may include establishing dynamic or demand based pricing, and may cause mode shift to carpooling, transit, walking or bicycling.

Community Input

- The Public Works Department conducted a survey in August, and will incorporate the results into the parking management program.
- 50 percent of telephone respondents "Strongly Agree" or "Agree" that Alameda should make it easier to drive and park in their city. Typically, community members are in support of free-parking and increased parking capacity rather than pricing parking and limiting supply.
- The web survey respondents stated that they want access to parking and are divided about using parking charges as disincentive to driving and as an incentive to use other modes.

Estimated Costs

- Costs are not yet determined.
- Parking fees are set in consideration of operation and capital needs. The Parking Fund is separate from the General Fund.

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Status

- This project is being implemented within the Public Works Department, and was most recently studied in 2014. Public Works provides regular updates on the progress of paid parking management and occupancy goals to the Transportation Commission and the City Council.
- The project is consistent with the City of Alameda General Plan Transportation Element objective 4.2.5. to manage both on-street and off-street parking to support access and transportation objectives.

Benchmarks

- 2-year: Maintain and manage 85 percent occupancy rate. Develop curb-use policy.
- 5-year: Review and make necessary adjustments to paid parking pricing. Maintain 85 percent occupancy rate. Implement curb management.

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	N/A	✓	++	++	N/A	N/A

8. Parking Policies for New Development

The availability and cost of parking is an essential component influencing the commute mode choice decision. Parking policies and requirements can contribute to abundant free parking, which tends to encourage driving. The City is already limiting parking while simultaneously planning upgrades to pedestrian, bicycling, and transit infrastructure. These efforts include other parking strategies that reduce drive alone commuting, including:

- Unbundling of parking - Parking spaces appear as separate line item on lease; number of parking spaces and parking charges to be negotiated between lessor and lessee
- Parking cash-out programs - Employees can opt-out of receiving a parking space and receive a cash payment in return
- Priced off-street parking - Charging motorists to park decreases parking demand, which in turn reduces vehicle miles traveled, increases carpooling, and encourages access by other modes
- Review current zoning - Parking requirements should be reviewed to determine if reductions in the number of spaces required for specific land uses are consistent with the goals of reducing auto reliance. This effort also would apply to reuse or redevelopment of existing land uses

This project will:

- Encourage use of bicycling, walking and transit
- Lower development costs
- Create incentives for low car ownership rates

Community Input

- This effort relates closely to new developments at Del Monte, Alameda Landing, Site A, and other areas of Alameda.
- Estimated Costs
- There will be minimal planning costs associated with this effort.

Status

- This is an ongoing effort
- The project is consistent with the City of Alameda General Plan Transportation Element objectives 4.2.5.b, "Support us of parking in-lieu fees where feasible to increase and encourage public transit options and evaluate the use of shared parking strategies in mixed-use areas," 4.3.1.i, "Develop parking management strategies for both new development projects and, as appropriate, for existing development," 4.3.4, "Manage demand placed on the street system through a TDM program", and 4.4.2, "Ensure that new development implement approved transportation plans".

Benchmarks

- 2-year: Incorporate parking management into discretionary permits for planning board approval
- 5-year: Update TDM program ordinance

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	N/A	✓	++	++	N/A	N/A

9. Pedestrian Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan

This effort will update the City's Pedestrian Master Plan (adopted in 2009), including updating the vision, goals and policies, identifying pedestrian gaps, prioritizing projects, and developing implementation and funding strategies. This update to the Pedestrian Plan also will include the pedestrian projects listed in Project #20 (Bicycle and Pedestrian Corridor Improvements), Project #21 (Citywide Safe Routes to Schools) and Project #30 (Vision Zero Safety Improvements and Traffic Calming). Like the Bicycle Master Plan Update, improvements will seek to reduce drive alone trips and to make walking safe and convenient for users of all ages and abilities while promoting other mobility options. It is recommended that the City also updates its current Pedestrian Facility Design Standards, which will include the NACTO design guidelines for pedestrian facilities and a "Vision Zero" policy aimed at fully eliminating severe injury and fatal collisions in part through the encouragement of travel speeds within Alameda at or under 25 miles per hour.

This project will:

- Improve safety for people who are walking
- Improve access for people walking within Alameda or to and from Oakland.
- Encourage walking

Community Input

- 24 percent of telephone survey respondents said pedestrian safety is a "Major Issue" or "Issue".
- Community members voiced support for pedestrian safety and improvements at multiple outreach and stakeholder meetings as well as the web survey.

Estimated Costs

- $150,000 for plan and design guidelines update effort. Costs for full construction/implementation not yet determined.

Status

- This planning process will be an update to the existing Pedestrian Master Plan. It is expected to kick off in 2017/2018, and will be combined with the Bicycle Plan and Design Guidelines update effort to be efficient in that it is funded in the City's two-year budget for $300,000.
- The project is consistent with the City of Alameda General Plan Transportation Element objective 4.3.2 "Enhance opportunities for pedestrian access and movement by developing, promoting, and maintaining pedestrian networks and environments." The General Plan's Safety Element now has a Vision Zero Policy, which further supports the need for pedestrian network and intersection improvements.
- There are also current citywide efforts to improve pedestrian safety such as the Police Department's pedestrian sting operations and coordinating resurfacing and other street maintenance to include pedestrian safety measures.

Benchmarks

- 2-year: Initiate project planning process
- 5-year: Complete planning process with City Council approval

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	Specific improvements not yet identified		Not yet determined, depends on populations served	✓

10. Transit Signal Priority

This effort involves the installation of transit signal priority (TSP) and potentially includes adaptive traffic signal (ATS) controls around the City of Alameda to the extent that ATS improves the performance of buses, by allowing communication between buses and traffic lights. This project will evaluate past ATS projects in the City and learn from the performance of these projects. This technology allows buses and traffic lights to wirelessly communicate and to provide early or extended green time for buses at intersections. The upgrades will improve bus service, making it faster and more reliable. Estimates for time savings are 30 seconds for every mile of TSP/ATS, and assume an average of five miles of bi-directional signal priority for each route.

This project will:

- Increase transit reliability
- Encourage transit use over driving alone
- Provide faster bus service

Community Input

- 58 percent of those interviewed in a telephone survey "Strongly Agree" or "Agree" that Alameda should make it easier to walk, bicycle, or take transit to destinations rather than relying on a car.
- A frequent web survey comment about buses is that respondents want more reliable and faster buses.

Estimated Costs

- $500,000 for capital costs.

Status

- This is an ongoing project and is identified in the Regional Transit Access Study (2013). Partnerships with Oakland and Caltrans are necessary to coordinate signals.
- The project is consistent with the City of Alameda General Plan Transportation Element goals 4.1.6.c "...utilize emerging technologies and Smart Corridor techniques...for the bridges and tubes" and 4.1.1.o.1, "Employ transportation system management measures to improve traffic and transit movements and safety for all modes of travel. For example, coordinating and synchronizing signals".

Benchmarks

- 2-year: Work with Caltrans, AC Transit, and Oakland to create more detailed work scopes and budget. Identify and apply for grant funding.
- 5-year: Design and construction.

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	+++	+++	✓	N/A

1. *Time Savings Estimate: TCRP Synthesis Report 83. 2010. Bus and Rail Transit Preferential Treatments in Mixed Traffic*

11. Transportation Awareness Campaign

This improvement will increase transportation awareness in the City of Alameda through media and public relations campaigns in multiple languages, highlighting the benefits of taking transit, walking, bicycling and electric vehicles for driving. The purpose of the campaign will be to provide information, and publicize incentives and programs for students, employees, visitors, and commuters. Specific improvements may include establishing a website on transportation options for travel within and outside of Alameda, Clipper Card awareness and sign-ups, providing information on carbon footprint of transportation options, identifying bicycling and pedestrian options and safety campaigns, such as rules of the road, and other incentive programs that may be available, such as free or subsidized rides or Guaranteed Ride Home. Transit campaigns will seek to boost ridership on existing AC Transit lines serving the City of Alameda by improving the image and highlighting the benefits of using public transit. Bicycle education would inform people who bicycle how to bicycle safely and would target people who drive to be aware of people bicycling. To increase behavior change, the awareness campaign will consider cultural practices, social interactions and human feelings that influence behavior. The campaign will select the behavior to be promoted, identify barriers and benefits associated with the selected behavior, design and pilot strategies to address barriers and benefits for specific targeted demographics, and evaluate the program.

This project will:

- Encourage transit use over driving alone.
- Expand knowledge and information related to using transit
- Increase pedestrian and bicyclist safety
- Improve perception of public transportation
- Educate on rules of the road

Community Input

- Web survey respondents and community members at public hearings requested more information on bicycling, walking, carpooling and bus options and to provide financial incentives.
- Attendees at the community workshops noted that they were unaware of the mobility options that are currently available

Estimated Costs

- $50,000 - $150,000 annually for campaign efforts

Status

- This is a new project identified in this planning process. Financing is expected to be partially provided by impact fees and existing TDM programs. The transportation awareness campaign is included in the City's budget for fiscal years 2017/18 and 2018/19.
- The project is consistent with the City of Alameda General Plan Transportation Element goals 4.3.2.d, "Develop and implement...programs and policies related to encouragement, education and enforcement", 4.3.3a, "Maintain and implement the Bicycle Master Plan...as well as programs and policies relating the encouragement, education, and enforcement", and 4.4.8, "Work with AUSD to include transportation choice awareness in education in the schools".
- Education and awareness are a component of existing bicycle and pedestrian plans.

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Benchmarks

- 2-year: Complete awareness campaign strategy and website in collaboration with the citywide TMA. Conduct annual awareness campaigns, education classes, and incentive programs.
- 5-year: Monitor and initiate phase II of campaign efforts.

Assessment: High Priority

Lead: City of Alameda

Time Frame	Goal 1: To/From Alameda	Goal 2: Within Alameda	Drive Alone Trip Reduction	CO_2 Reductions	Equity Improvement	Safety Improvement
Near-Term Completion	✓	✓	+	+	N/A	✓