

D. DETAILED WORK PLAN

Tasks and Deliverables

Our detailed work plan generally follows the broad task-level scope outlined in the RFP while adding details organized at the sub-task level. The most notable additions to the scope include:

- / A task specific to project management, to be sure the overall process of developing the Plan remains on schedule and within budget; and
- / Tools and resources to conduct any meeting virtually, if needed, based on whatever the most current conditions are related to the COVID-19 pandemic.



Creative elements we have added to the scope to facilitate the Plan's long-term success are noted as **FACILITATING LONG-TERM SUCCESS** and are based on a combination of our experience working within this region as well as working with a variety of communities to develop and implement safety improvement plans.

The overall workflow for the Plan's development is shown in **Figure 3**. It illustrates that project management occurs throughout all of the activities. The Safety Steering Committee provides input to inform and influence the four core tasks of the Plan's development. Public outreach feeds input into the existing conditions report and range of strategies to improve transportation safety. Collectively, the results of those activities lead to an implementable Plan for the COG and its partner agencies.

Task 0 Project Management

Task 1 Purpose Engage multidisciplinary partners in the Plan's development to create a holistic, inclusive, and implementable set of strategies to improve roadway safety.

0.1 Project Kick-Off Meeting

Kittelston will prepare for and conduct a project kick-off meeting with Fresno COG project manager and other core participants of the project. The meeting will confirm schedule, scope, and key interests from the COG's perspective, identify near-term data or information the consultant team needs from the COG, and identify the members of Safety Steering Committee. Based on current conditions under the COVID-19 pandemic, we anticipate that this kick-off meeting would be held virtually. If those conditions change and an in-person meeting is feasible, we would conduct this meeting in-person.

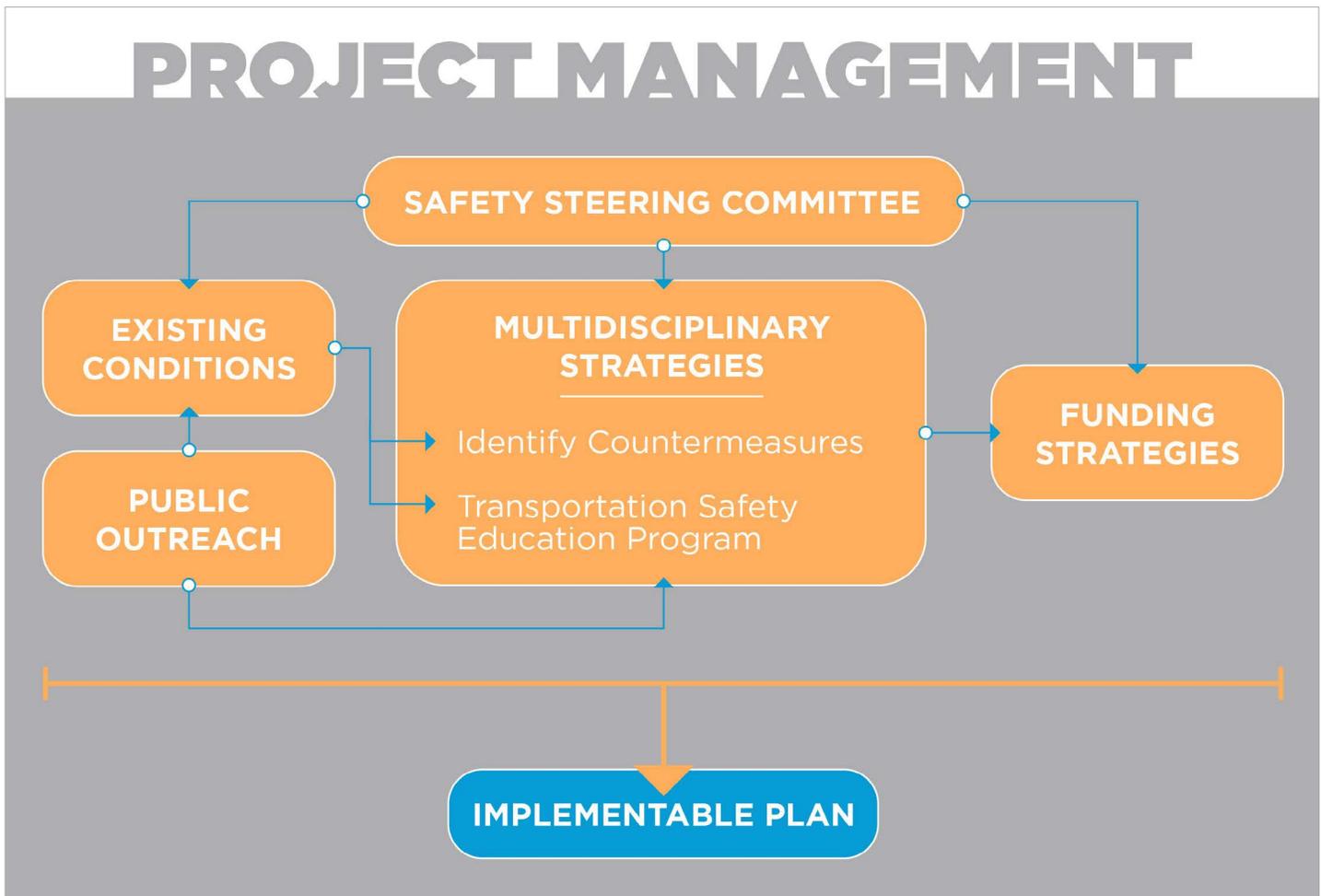
0.2 Bi-weekly Conference Calls and Monthly Progress Reports and Invoices

Our Kittelston project manager, Erin Ferguson, will conduct 30-minute biweekly conference calls with the COG's project manager. The focus of these calls will be to provide an update regarding ongoing work, identify any potential issues that require resolution, and provide a recurring opportunity for the COG's project manager to provide our team with feedback to be sure we are meeting or exceeding expectations.

DELIVERABLES

- / Kick-off meeting agenda, materials, and meeting notes
- / Agendas and notes from biweekly conference calls
- / Monthly invoices and progress reports

Figure 3. Work Flow to Develop the Plan



Task 1 Safety Steering Committee

Task 1 Purpose Engage multidisciplinary partners in the Plan’s development to create a holistic, inclusive, and implementable set of strategies to improve roadway safety.

1.1 Establish Roster for Safety Steering Committee

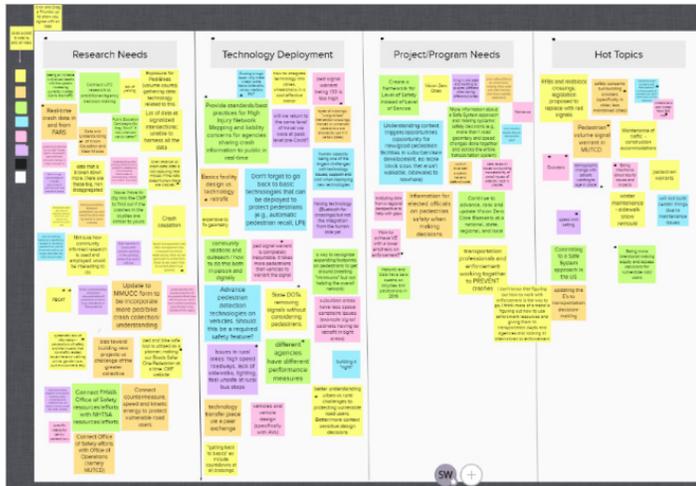
Kittelson will work with the COG to identify the specific members for the Safety Steering Committee (SSC). This effort will start as part of the discussion during the kick-off meeting. Kittelson will then work with the COG to reach out to those organizations and local jurisdictions to confirm the individuals who will be participating as part of the SSC. We anticipate the roster to include local governments, bicycle and pedestrian interests, disabled communities, California Highway Patrol, Caltrans, local law enforcement, and emergency services. We also recommend including school districts and the County Department of Public Health as members of the SSC.

Kittelson will maintain the list of organizations, individuals providing representation, contact information, and their engagement in the Plan’s development (e.g., meeting attendance, comments on deliverables).

1.2 Conduct up to 6 Safety Steering Committee Meetings

Kittelson will work with the COG to conduct up to six (6) SSC meetings over the course of the Plan’s development. We assume that Kittelson will be responsible for coordination with the COG and SSC members to schedule meetings; prepare and disseminate meeting agendas and materials prior to each meeting; facilitate each meeting; record minutes at each meeting; and disseminate meeting notes after at each meeting. Given current conditions under the COVID-19 pandemic, Kittelson assumes some of the SSC meetings occurring nearing the start of this project will need to occur virtually, and those occurring toward the end will be able to take place in-person.

Virtual and interactive brainstorming exercise from Kittelson's work on FHWA's Pedestrian and Bicycle Strategic Safety Plan.



We anticipate the six SSC meetings to occur at the following stages of the Plan's development:

- / **SSC Meeting #1:** Plan's Purpose, Role of the SSC, and Existing Safety Related Activities
- / **SSC Meeting #2:** Draft Existing Conditions Report Findings and Open Discussion of Potential Safety Strategies
- / **SSC Meeting #3:** Draft Safety Strategies and Open Discussion of Safety Education Program
- / **SSC Meeting #4:** Draft Safety Education Program and Open Discussion of Funding Strategies
- / **SSC Meeting #5:** Draft Funding Strategies and Open Discussion of Plan Format and Presentation
- / **SSC Meeting #6:** Draft Plan Document and Feedback

For the SSC meetings that need to occur virtually, Kittelson brings a wide range of tools for sharing information visually and allowing stakeholders to comment on it in real-time in a virtual meeting format. In addition to being comfortable using a variety of videoconference platforms (Zoom, Microsoft Teams, etc.), we have interactive visual tools such as Concept Boards and Mural.Co that enable stakeholders to view and comment directly on content as others are also viewing and commenting. Those tools help simulate a workshop type of environment.

DELIVERABLES

- / Roster for Safety Steering Committee
- / Scheduling and facilitation for up to six SSC meetings
- / Meeting agendas and materials for up to six SSC meetings

Task 2 Existing Conditions Report

Task 2 Purpose Provide a report that documents current multimodal roadway safety performance across the county to establish a baseline from which to improve and to identify the emphasis or challenges areas on which to focus.

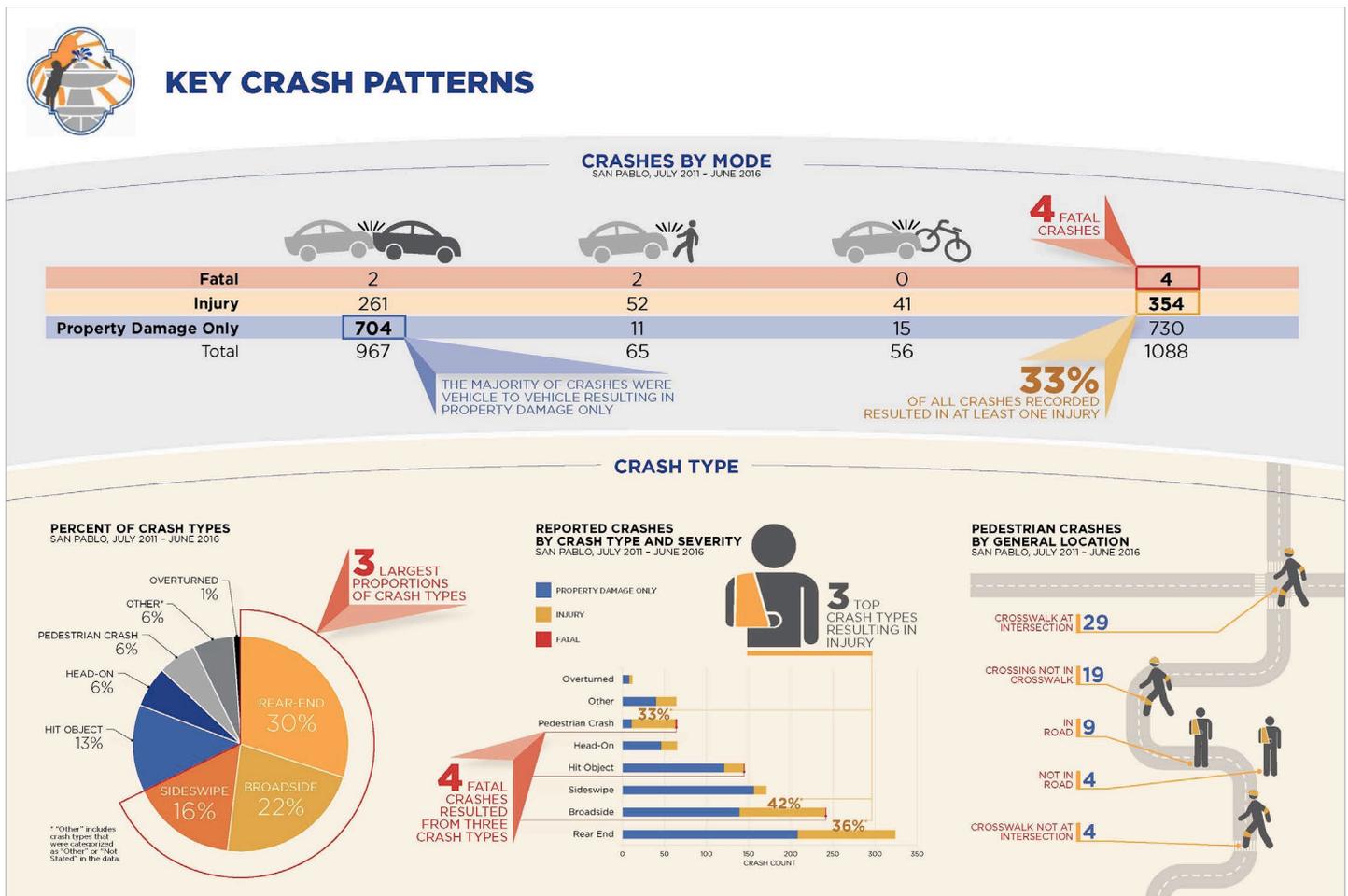
2.1 Summary of Existing Safety Related Policies and Programs

Kittelson will obtain from the COG and its partner agencies information related to existing transportation safety policies and programs already under way. This includes the several SSARP and LRSPs that have been completed or are under way for some of the COG's partner agencies. This will provide an opportunity to succinctly document in the Plan work recently completed or soon to be completed that the COG and its partners can build on to further advance transportation safety.

2.2 Data Collection and Database Establishment

There are several types of data valuable for regional safety analysis. These include: crash data, traffic volume data, roadway characteristic data (e.g., location of signals, number of vehicle lanes), and land use data (e.g., locations of schools, transit stops). In this subtask, Kittelson will work with the COG and its partner agencies to gather as much of that data as is currently available. We will then integrate that data into a GIS-based database that will be used for the analysis described in Task 2.3. That database will also be a deliverable to the COG and established with supporting documentation so the COG can maintain and use it in the future. **The database will include regional corridors and state facilities.**

Specific to crash data, it will be critical to obtain the most recent five years of collision data to create a comprehensive crash database for the entire Fresno County region. We know from working with the City of Fresno on its Systemic Safety Analysis Report (SSAR) and from reviewing the current crash data available in state databases for the entire Fresno County region, that the



state databases do not include all of the reported incidents from across the region.

Reviewing crash data in the state databases for other local jurisdictions within the county indicate that similar discrepancies may be present throughout the region. This Plan's development creates an opportunity to resolve those discrepancies for now and into the future. Kittelson will work closely with the COG and its local agency partners to obtain whatever crash data is locally available, and from that data create a complete crash database that spatially maps each reported incident and its associated data in a GIS database.

FACILITATING LONG-TERM SUCCESS
Kittelson will deliver the comprehensive crash database to Fresno COG as a deliverable to enable the COG to maintain a complete crash database into the future. This will position the COG and its agency partners to be competitive for grant funding that targets safety improvement projects and

programs. The database will also serve as a tool for the region to understand how transportation safety is changing over time. To facilitate maintaining the database into the future, Kittelson will create an interface to upload new data and conduct a training for Fresno COG and its partners.

2.3 Existing Transportation Safety Performance

Kittelson will use the database established in Task 2.2 to identify trends, location characteristics, and contributing factors for each of the California Strategic Highway Safety Plan (SHSP) Challenge Areas. This work will be multimodal, documenting collisions and trends by mode as well as by local jurisdiction. We will conduct this work by considering descriptive statistics of the crash data as well as analyzing the crash data spatially.

Descriptive Statistics

We will identify crash patterns, crash trends, and primary contributing factors that most

commonly recur in the regional crash data as well as those that are most common for each local jurisdiction within the region. These findings will be summarized using charts and graphs. Also as part of this effort, we will look at how the region's and each local jurisdiction's crash patterns and trends compare to the Challenge Areas identified in the current SHSP. 2

Spatial Analysis

We will identify high-injury networks (HIN) (i.e., high priority locations) for the region as well as within each local jurisdiction to provide clarity on what locations have the greatest opportunity for safety improvements. We can produce HINs by mode (vehicle, pedestrian, bicycle, etc.) or by crash severity or specific to a challenge area. We will work the COG and SSC to determine which would provide the greatest utility to the COG and its partner agencies.



FACILITATING LONG-TERM SUCCESS

We recognize that the region is diverse with respect to its characteristics and needs. For those reasons, we believe the Plan should be based on analysis that considers the regional conditions as well as local-level analyses because that will:

- / Create awareness of local needs that otherwise may not be apparent by only conducting analysis at a region-level.
- / Lead to strategies and improvements that are implementable and effective at a local level.
- / Position all partners for safety funding to support the Plan's implementation.
- / Create consistent support for the Plan because it will be clear how each community within the region is included and represented.

We took this approach while working for Alameda County Transportation Commission on its most recent transportation plan. We identified high-injury networks by mode for each local jurisdiction as well as the region as whole. This provided each of the 13 local jurisdictions with a clear understanding of what locations within their communities would be most competitive for safety grant funding. It also provided Alameda CTC a clear understanding of where regional funds could be directed for the greatest regional benefit.

The draft and final existing conditions reports will present findings using visuals and graphics to support the text. The explanation of the technical approach to the work will be included as an appendix so that the body of the report may focus on the findings that will be the basis for the Plan's recommendations.

DELIVERABLES

- / Comprehensive Crash Database with User Guide and Training
- / Draft Existing Conditions Report—Incorporating Regional and Local Jurisdiction Analyses
- / Final Existing Conditions Report—Incorporating Regional and Local Jurisdiction Analyses

Task 3 Identify Countermeasures and Implementation Strategies

Task 3 Purpose Identify implementable strategies and countermeasures to address the high-priority locations and challenges areas identified in Task 2.

3.1 Safety Strategies for Challenge Areas—Urban and Rural

Based on the findings in Task 2, we will identify safety strategies to address the crash patterns and trends in the dominant challenge areas. This subtask will focus on identifying engineering, education, enforcement, and emergency services-related strategies. Input from the SSC will be particularly important as part of this task to make sure the Plan includes strategies that align to improve safety and are implementable for the COG and its partners.

The **engineering strategies** will be organized in a toolbox type of form that describes the treatment, shows an image or photo of each treatment, the context in which it is applicable, the mode or road users that the treatment would benefit and/or impact (e.g., some treatments benefit one mode over another, and those tradeoffs would be presented), the specific type of crashes it helps to address, the challenge areas it helps to address, a planning-level cost estimate, the expected degree of crash reduction (if known), and if it has typically been eligible for HSIP funding. The toolbox will be organized to clearly identify what countermeasures are most relevant to urban vs. rural contexts as well as which local agencies tend to have crashes and conditions that may benefit the most from the countermeasure.

SIGNALIZED INTERSECTION

ADAPTIVE SIGNAL TIMING



Adaptive timing adjusts signal and phase timing in response to current traffic patterns to promote smooth flow of traffic.

WHY WAS THIS CHOSEN FOR TAHOE?

- In the Tahoe Region, travel patterns vary significantly by season and can change unexpectedly due to weather, special events, and crashes.
- The presence of rear-end crashes at intersections indicates potential benefits to improving traffic flow.

PLACEMENT CONSIDERATIONS

- Before implementing, consider evaluating the benefit of implementing at multiple locations along a corridor (and potential for crossing jurisdictions).
- Consider what adaptive technologies will work best under local conditions (there are a variety of systems that operate best in varied environments).
- For more information, see NCHRP Synthesis 403, "Adaptive Traffic Control Systems: Domestic and Foreign State of Practice."

CRASHES

APPLICABLE TYPES: ALL

POTENTIAL CRASH REDUCTION*: 17%

PLANNING-LEVEL COST

\$60K PER SYSTEM

EXPECTED DESIGN LIFE

2** YEARS

HSIP ELIGIBILITY

CALIFORNIA ELIGIBILITY: No (Red X)

FEDERAL CONTRIBUTION LEVEL: 0%

*Ma et al., "Estimation of the Safety Effects of an Adaptive Signal Control System," Journal of Transportation Engineering, Volume 142, Issue 12 (2016).
** Design life may differ depending on local signal timing practices.

TSPRA Lake Tahoe Region Rapid Assessment and Response to Safety Toolbox - Intersections - Any Land Use Condition 18

SIGNALIZED INTERSECTION

ADVANCE DILEMMA ZONE DETECTION



Advance dilemma zone detection identifies oncoming vehicles and adjusts timing (e.g., extends a yellow phase) to reduce potential conflicts.

WHY WAS THIS CHOSEN FOR TAHOE?

- This treatment would be appropriate at signalized intersections with a concentration of rear-end or angle crashes at signalized intersections in the Tahoe Region.
- Advance dilemma zone detection reduces the frequency of vehicles entering an intersection during a red phase.

PLACEMENT CONSIDERATIONS

- Suitable for high-speed approaches of 40 mph or greater to a signalized intersection or locations with frequent red-light violations.
- It may be possible to leverage existing detector loops or cameras, although older signal controller equipment may need to be upgraded.

CRASHES

APPLICABLE TYPES: ALL

POTENTIAL CRASH REDUCTION*: 40%

PLANNING-LEVEL COST

\$5K PER SYSTEM

EXPECTED DESIGN LIFE

10*** YEARS

HSIP ELIGIBILITY

CALIFORNIA ELIGIBILITY: Yes (Green Checkmark)

FEDERAL CONTRIBUTION LEVEL: 100%

* Caltrans, "Local Roadway Safety Manual," Version 1.4, April 2018.
** Cost assumes changes are feasible with existing hardware and does not include hardware upgrades.
*** Design life may vary based on local signal timing practices.

TSPRA Lake Tahoe Region Rapid Assessment and Response to Safety Toolbox - Intersections - Any Land Use Condition 17

The **education strategies** identified in this task will identify the types of crashes and challenge areas likely to be most impacted through an education program. The work in Task 5 will expand upon it to create a comprehensive transportation safety education program.

The **enforcement strategies** will focus on best practices for improving roadway and community safety. Research has found that most enforcement strategies have limited long-term impacts for changing road user behavior. Therefore, the most effective enforcement strategies tend to be those that can be done transparently, consistently, and in coordination with education or outreach campaigns such as enforcement in school zones during school hours.

The **emergency services strategies** will focus on strategies and partnerships that could help regionwide response times and sharing of real-time information to improve overall coordination, particularly for more rural or remote areas of the region.

Collectively, the strategies will be presented in a Safety Strategies Memorandum that describes each, and discusses how each can be implemented at the regional and/or local level.

3.2 Safety Improvement Projects for High-Priority Locations

Kittelson will work with the COG and SSC to identify up to 20 high priority locations from the high-injury-networks for which to develop concept designs for safety improvements. As part of the selection of the 20 high priority locations, Kittelson will work with Fresno COG to integrate an equity index to quantitatively consider equity in project prioritization.

The intent of this subtask will be to: (1) demonstrate how the treatments from the toolbox developed in Task 3.1 can be applied to specific locations; and (2) create projects and materials the COG and its partner agencies can use to pursue grant funding to implement the improvements (e.g., preparing projects and content competitive for HSIP Cycle 11 grant funding).

FACILITATING LONG-TERM SUCCESS

Applying the engineering strategies to up to 20 of the highest priority locations provides an opportunity to demonstrate the toolbox's utility, make adjustments to the toolbox as needed, and position high-priority improvements for implementation. We have successfully used this approach as part of other safety planning studies, and in doing so in the previously funded HSIP cycle, helped local agencies in California secure over \$16 million for safety improvement projects. Those same agencies are also using the next set of priority projects from their respective plans to pursue funds as part of the currently open HSIP call for applications.

DELIVERABLES

- / Draft Engineering Countermeasures Toolbox
- / Final Engineering Countermeasures Toolbox
- / Draft Safety Strategies Memorandum
- / Final Safety Strategies Memorandum
- / Draft Safety Improvement Projects Memo
- / Final Safety Improvement Projects Memo

Task 4 Public Outreach

Task 4 Purpose To solicit input from the community about their concerns around safety for all transportation modes including walking, bicycling, driving, using micromobility options such as scooters, and riding motorcycles. To seek the community's input on the recommendations for potential improvements.

We will develop an accessible community process that is:

- / Geographically accessible, so that we engage residents in both the urban and rural areas of Fresno County.
- / Linguistically accessible, with all materials provided in multiple languages, including Spanish, Hmong, Panjabi, and others as allowable by the budget.
- / Physically accessible to people of all abilities; for example, presentations are accessible for people with visual impairment.
- / Culturally appropriate; we will consider: Are we asking questions that are relevant and important to this community? Does the community see themselves reflected in the project staff, key decisionmakers, and the plan?

4.1 Public Engagement Strategy

During the course of this project, Fresno County residents may face competing demands for their time and attention. Even those who care deeply about safety improvements, and want to be involved in the decision-making process, may find it difficult to dedicate time to providing feedback.

For this reason, our team will develop a public engagement strategy with input from Fresno COG staff and the Safety Steering Committee that is thoughtful, empathetic, and contextually appropriate. We propose specific tools and technologies under Task 4.2 for virtual engagement; however, we can pivot to hold in-person engagement, if appropriate. As a part of the public engagement strategy, we will develop a one-page Equity Framework and develop strategies that elevates the voices of historically marginalized peoples.

The public engagement strategy will organize engagement into the following three phases. Each phase will include engagement techniques specially tailored to that phase to collect

information that is useful in moving the project forward, building consensus, and in making key decisions throughout the life of the project:

- / **Phase 1—IMAGINE** Gather input on existing conditions and concerns around transportation safety and identify possible locations, and ideas, for improvements.
- / **Phase 2—ITERATE** Gather input on the proposed recommendations and transportation safety education program.
- / **Phase 3—IMPLEMENT** Gather input on the Draft Plan.



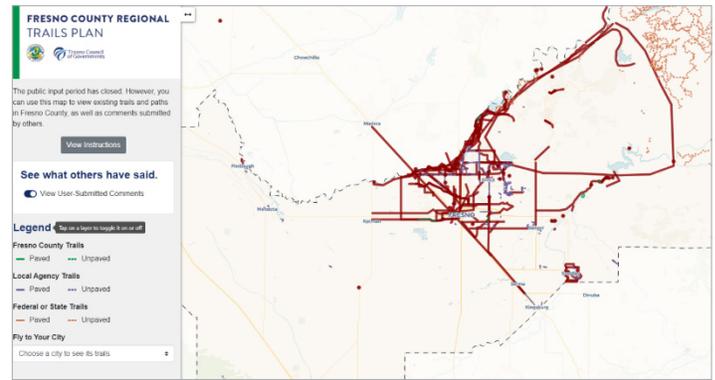
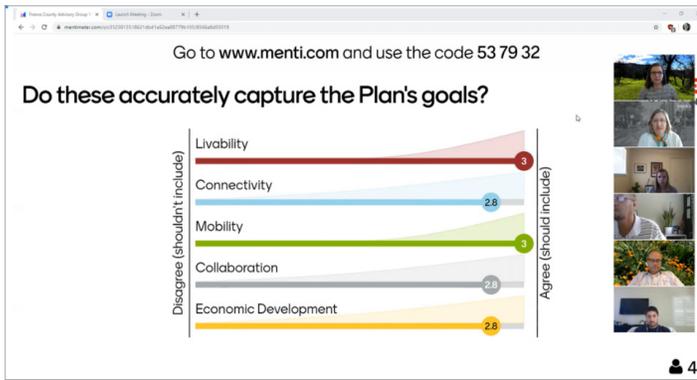
FACILITATING LONG-TERM SUCCESS

Community-Based Organization Partnership

As an optional task, we can arrange a collaborative, paid partnership with a local Community-Based Organization (CBO) to co-facilitate the public outreach activities. We have had great success with this model on multiple projects, particularly when engaging with diverse communities for whom English is a second language. Potential partners could be Cultiva de Salud, California Walks, Fresno Economic Opportunities Commission, among others. Partnering with Community-Based Organizations will also lay the foundation for the long-term sustainability and success of the Transportation Safety Education Program, as Fresno COG will have established relationships with CBO staff and can partner with them in the future to disseminate safety and education materials and programming in difficult-to-reach communities.

The process below outlines how the CBO can be selected and contracted with:

- / Our team will prepare a simple matrix with potential CBOs to identify key audiences the organization can help engage (e.g. children, families, person with disabilities, etc.).
- / In collaboration with Fresno COG, the list of CBOs will be narrowed down to three preferred organizations that will each be invited to attend a brief conference call to assess their willingness to participate and capacity to engage in the public process. Fresno COG and our team will then select the CBO to participate in the project.
- / Our team will prepare a subconsultant agreement for the CBO that outlines the expected level of involvement and agreement requirements. The CBO's exact involvement will be detailed in the Public Engagement Strategy.



It will be expected that the selected CBO will advertise all engagement events to their network, and review and comment on the draft Plan (Task 7.1) and community engagement materials.

4.2 Virtual Engagement

On past projects similar to this plan, our team has used a wide array of virtual engagement strategies. We have found that the following strategies are most successful at reaching a broad cross-section of the community and gathering actionable input:

- / Develop a highly visual project website that provides information about the project and different ways for people to give input.¹
- / Create an online map, inclusive of a survey, to seek input on safety concerns for all modes, including walking, bicycling, driving, using micromobility, and riding motorcycles. The map and survey will be available in multiple languages.² To address the digital divide, the online survey could also be conducted as a text message survey.
- / Support Fresno COG staff in holding virtual “coffee klatches,” or online office hours, for drop-in conversations with community members.³

- / Use an online platform that allows participants to leave digital “sticky notes” to comment on the proposed recommendations.
- / Incorporate engagement about this project into existing County and municipal newsletters, social media, and other communication outlets to broaden the audience and reach.

We can adjust these techniques as needed in response to COVID-19 public health mandates. Specific outreach and engagement strategies will be selected in consultation with Fresno COG staff and will be commensurate with the budget available for this task.

DELIVERABLES

- / Public Engagement Strategy (draft and final)
- / Implementation of virtual engagement with translated materials
- / Optional: Community-based organization participation

Task 5 Transportation Safety Education Program

Task 5 Purpose To create a transportation safety education program that includes specific focus areas and incorporates a safety campaign, safety education for students, focused outreach to people who use different transportation modes, and other elements as determined by community engagement and existing conditions analysis.

In our experience, transportation safety education programs and campaigns are most effective when tailored to the communities they serve and focused on actual transportation safety problems rather than individual perceptions. This requires both a detailed review of data on crashes and risky

¹ Connect Beverly Hills, led by Toole Design's Los Angeles office: <https://connect.beverlyhills.org/>

² Online, interactive map and survey for the Downtown Lowell Multimodal Complete Streets Plan. Map and survey were developed by Jonathan Yuan, who is included in this proposal: <https://tooledesign.github.io/lowell/>

³ Listening Sessions to solicit input on the draft recommendations for the Alameda Active Transportation Plan: <https://www.alamedaca.gov/Shortcut-Content/Events-Activities/Active-Transportation-Plan-Listening-Session-1>

behaviors (e.g., speeding and DUIs) (as a part of Task 2), and outreach to the community to confirm and add nuance to the transportation safety problems indicated in the data (as a part of Task 4). It also requires considering a community’s values and ability to commit resources to the program, and an evaluation that enables assessment of the campaign’s impact relative to its goals.

One example of tailoring such work to fit community needs is Toole Design’s work to create railroad crossing safety messaging specifically for school-age children and their parents as part of safety education program for Alameda CTC. Improving safety at-grade railroad crossings was identified as a priority based on data as well as community input and concerns. Similar focus areas and tailored messaging will be done as part of the Fresno COG Transportation Safety Improvement Plan’s development.

5.1 Best Practice Research and Interviews

To begin, our team will research best practices in transportation safety education programming, with a focus on achieving behavioral change. We will review best practices within the transportation industry, but also neighboring industries such as public health. This research will be supplemented by up to four telephone interviews with staff from Fresno COG, municipalities, and/or local agencies that represent urban and rural perspectives. As an option, we could also hold interviews with other counties or cities that have had similar successful campaigns.

We will compile our findings from the best practice research and interview meeting notes into a slide deck for Fresno COG to provide comments on which approaches or techniques most resonate and would be most feasible to implement.

5.2 Development of Education Program

Based on Fresno COG’s feedback on Task 5.1, Toole Design will develop the transportation safety education program with specific focus areas and will include branding and visual communication, educational messaging, program toolkit, and implementation trainings.

Example from Toole Design’s work for the Alameda CTC on transportation safety for school-age children.

ACT Safely

Always look and listen for trains
Cross only at designated railroad crossings
Take your time – never race the train to the crossing or travel along the tracks

RAIL SAFETY PROGRAM
Alameda County Safe Routes To Schools

RAIL SAFETY GUIDE FOR PARENTS

Do you ACT Safely around trains?

Always look and listen for trains
Cross only at designated railroad crossings
Take your time – never race the train to the crossing or travel along the tracks

Kids take their cues from the adults in their lives, so set a good example by being safe.

Only cross railroad tracks at a designated public crossing.
 Only use designated crossings where a crossbuck is present. Crossings with red lights will flash to indicate a train is approaching. Never walk around or behind lowered gates at a crossing, and do not cross the tracks until the gate is raised, the lights have stopped flashing, and it’s safe to proceed.

Tracks are for trains—not for games!
 Tracks, trestles, rail yards, and equipment are private property. It is illegal to walk, jog, or bike on railroad property anywhere other than a public crossing. Besides being subject to fines, trespassers endanger lives, and the lives of others.

FOR MORE INFORMATION, CONTACT:
ACT Safely Program
 ACTsafely@alamedacounty2s.org
 (510) 238-7467
California Operation Lifesaver
 calol@calol.us
 (760) 688-0388
alamedacounty2s.org/rail-safety

5.2.1 Program Branding

Compelling and consistent visual communication is an essential element of any successful safety education program or campaign. We will develop a captivating branding strategy for the safety campaign, including a unique title and tagline, a color palette, and a set of graphic templates.

5.2.2 Educational Messaging

We will develop educational messaging focused on behavioral change. The program will include tailored messaging and information for, at a minimum, the following segments of the Fresno community:

- / The general public;
- / Users of different transportation modes, such as pedestrians, bicyclists, motorists, and users of micromobility;

- / K-12 students, including special messaging for adolescents; and
- / Any other sub-groups identified during community engagement, Task 5.1 interviews, and best practice research.

The program will be multifaceted and will be culturally appropriate for a variety of diverse communities within Fresno County. The program will include approaches that can be used for virtual engagement, in-person events, a traditional media campaign, and through social media. The materials will be translated into multiple languages, including Spanish, Hmong, Panjabi, and others as allowable by the budget.

5.2.3 Toolkit

We will produce an educational toolkit including the messaging, techniques, and materials needed facilitate program implementation. As allowable by the available budget for this task, the toolkit will include material for distribution at events or as needed; boilerplate language for social media and websites; customizable campaign posters and flyers; tip sheets for facilitators; and other useful tools.

5.2.4 Training

We will deliver a Safety Education Program that is user-friendly and ready for on-the-ground implementation. We will facilitate a virtual training session for Fresno COG staff and key stakeholders who will be implementing the program. During training sessions, we will cover:

- / The transportation safety context in Fresno (based on the existing conditions analysis in Task 2)—communicating why it is so important to shift behaviors;
- / Key topics in safety education, so that attendees can be ambassadors for the messaging in their own neighborhoods and communities; and
- / How to use and distribute the materials and techniques included in the Transportation Safety Education Program Toolkit.

If Fresno COG desires, we can invite community partners that regularly conduct health and safety campaigns and educational campaigns to participate in the training, such as Department of Health staff, K-12 teachers, and community organizers. In this way, the Safety Education Program may be integrated with ongoing and existing efforts to educate and reach Fresno community members.



FACILITATING LONG-TERM SUCCESS

Optional Task: Development of Program Evaluation

As an optional task, our team will develop an evaluation of the transportation safety education program for Fresno COG and its partners to use to measure success and identify needed modifications. The evaluation will be based upon criteria that is easy to measure and track, such as the number of students or classrooms receiving the training, social media engagement and website analytics, surveys measuring the effectiveness of a training, or knowledge retention, and other measures. Evaluation of the program, and adjusting as needed, will allow for a thriving successful safety education program that truly serves the needs of Fresno County residents and families.

DELIVERABLES

- / Interviews with Fresno COG, municipalities, local agencies, and/or counties with similar campaigns (up to four)
- / Slide deck with findings from best practice research and interviews
- / Development of a multifaceted transportation safety education program, including program branding, educational messaging, toolkit, and training
- / Optional: Draft and final evaluation design memorandum, including evaluation criteria

Task 6 Funding for Implementation Strategies

Task 6 Purpose Identify funding sources that can be used to implement the strategies and recommendations in the Plan.

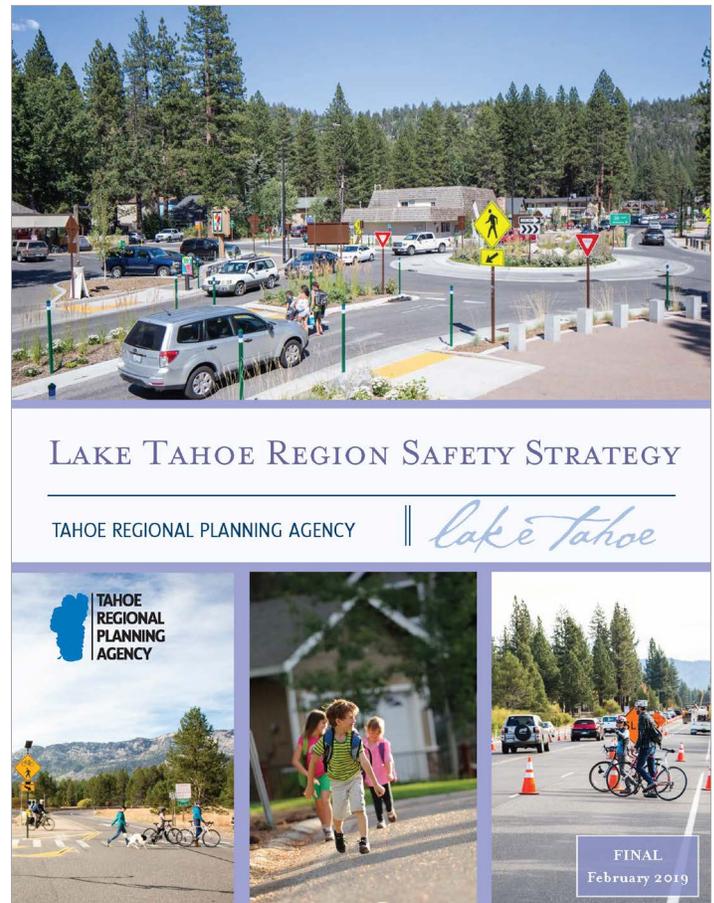
Kittelson will identify the approximate funding needs for the strategies and recommendations in the Plan, organizing them over a planning horizon of five to seven years, assuming that the Plan itself will be updated once during that time frame. This will provide a basis for identifying annual funding needs to implement the various strategies and priorities described in the Plan. We will then identify the different funding sources, including potential grant funds that could be used to meet those needs. The funding sources will take into account the specific type of recommendations—e.g., some funding sources can be used for

4 | TAKING ACTION

Summary of Potential Active Transportation Funding Sources

	ATP Projects Primary (P) or Accessory (A) Focus	Off-street Bicycle Facilities (Class I)	On-street Bicycle Facilities (Class II, III, IV)	Bike Parking	Transit-supportive and Access Improvements	Traffic Calming	Roundabouts	Pedestrian Crossing Enhancements (PMB, RRFBs, Low Impact Design and Stormwater Infrastructure)	Complete Streets and Corridor Planning Studies	Programs	Implementation	Maintenance and Operations	Agency
Federal Programs													
Better Utilizing Investments to Leverage Development (BUILD) Grant (Formerly TIGER)	A	X	X		X		X	X	X				US DOT
Congestion Management & Air Quality (CMAAQ) Surface	P	X	X	X	X	X	X	X	X		X		FHWA
Transportation Block Grant (STBG) Program Land and Water Conservation Fund (LWCF)	P	X	X		X		X	X				X	FHWA
Rivers, Trails, and Conservation Assistance Program	P	X						X		X			NPS
State Programs													
Active Transportation Program (ATP) Grant	P	X	X	X	X	X	X	X	X	X	X		Caltrans
Sustainable Communities Grant	P								X				Caltrans
Strategic Partnerships Grant	P								X				Caltrans
Adaptation Planning Grant	P								X				Caltrans
State Highway Operation and Protection Program (SHOPP)	A		X									X	Caltrans
Highways Safety Improvement	P		X				X					X	Caltrans

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only engineering activities, some restricted to enforcement needs, etc. Kittelson will document the funding needs and corresponding sources in a draft and final memorandum.

DELIVERABLES

- / Draft Funding Strategies
- / Final Funding Strategies

Task 7 Plan Document

Task 7 Purpose Document the recommendations and strategies in a Plan that can be implemented and used by the COG and its partners.

7.1 Admin Draft Plan and Draft Final Plan

Kittelson will prepare the Admin Draft of the Plan for review by the COG and SSC. We will revise the Plan based on those comments and prepare a Draft Final Plan that can be released for broader public review and presented to the TTC, PAC, and Policy Board.

7.2 Presentations to TTC, PAC, Policy Board

We will coordinate with COG to present the Draft Final Plan and Final Plan to the TTC, PAC, and Policy Board. Kittelson will prepare draft presentation materials for the COG’s review and then the final presentation materials for the meetings.

7.3 Final Plan

We will prepare the Final Plan based on the final comments from the public, TTC, PAC, and Policy Board reviews. We will make those edits in coordination with COG and SSC.

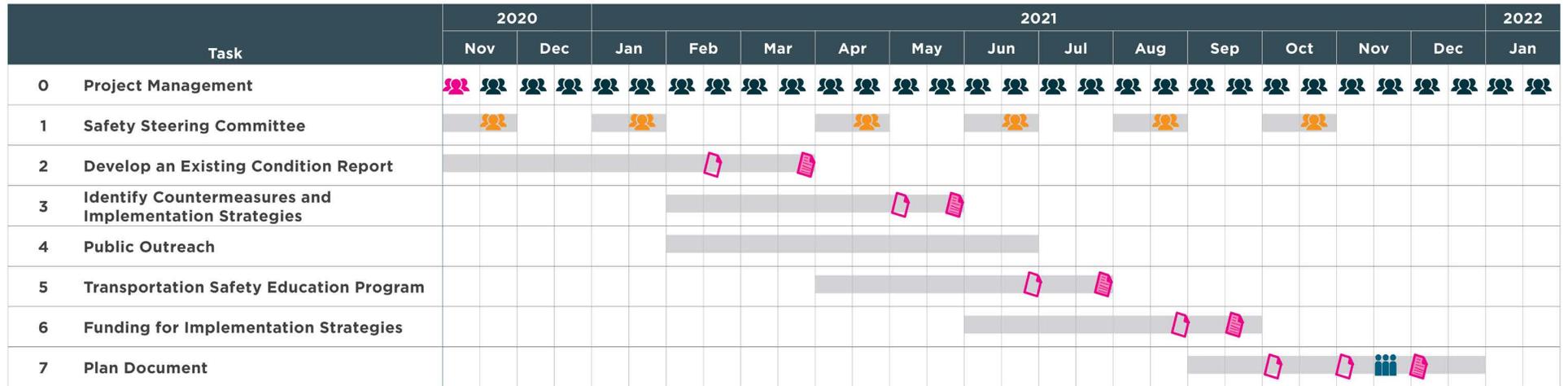
DELIVERABLES

- / Admin Draft Plan
- / Draft Plan
- / Final Plan
- / Presentation of Plan

Schedule

Figure 4 shows the Kittelson team’s proposed schedule for completing this project.

Figure 4. Kittelson Team Schedule



- LEGEND
- Consultant Team Activity
 - Kickoff Meeting
 - Biweekly Conference Call
 - Steering Committee Meeting
 - Presentation to TTC, PAC and Policy Board
 - Draft Deliverable
 - Final Deliverable