

April 28, 2021

Subject: Los Altos – Complete Streets Commission  
Letter to City Council for Joint Council-Commission Study Session (May 4, 2021)

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Honorable Los Altos Mayor, Vice-Mayor, and Councilmembers,

The Complete Streets Commission looks forward to reviewing our workplan with you during our annual joint session currently scheduled for May 4, 2021. The Complete Streets Commission believes it is in alignment with the City Council regarding the advancement of complete streets initiatives in the City.

In advance of our joint session, the Complete Streets Commission would like to reiterate its own priorities for your review. These are the same priorities we shared with you in a letter earlier this year:

**1. Create safe multi-modal transportation solutions that align community needs with city priorities.**

This includes focusing on the completion of the Complete Streets Master Plan and aligning it with the Annual Pavement Maintenance Program to build safe, multi-modal streets that support Suggested Routes to School and Neighborhood Traffic Calming initiatives where feasible. The commission also supports advancing Safe Routes to School Education and Encouragement Programs under development by the City.

**2. Manage long-term cumulative impacts from public and private development projects, and regional traffic.**

This includes identifying and implementing technologies to monitor and identify traffic trends, measure and mitigate traffic impacts. Upon completion of the Complete Streets Master Plan project, the commission also supports reviewing the existing Traffic Impact Fee (TIF) program to better align with goals and initiatives identified in the plan and its vision.

**3. Achieve effective community engagement with residents.**

This includes developing effective outreach strategies to promote a higher public participation in transportation projects, and integration with the city-school issues subcommittees.

For each of these three priorities, we have detailed specific goals with underlying projects and programs that are outlined in the attached Work Plan document along with our tentative meeting calendar for this year. Since sharing our draft workplan with you in January of this year, we have built out key performance indicators and updated our tentative meeting agenda topics. This is a multi-year plan, which our commission will review and update annually.

All seven seats on the commission are filled and we have a robust, engaged commission contributing complementary skills and varying perspectives. We are thankful to work with a talented transportation team but do recognize the impacts created by the vacant Transportation Services Manager position and other transportation team vacancies over the past several years. We are concerned that the City is asking too much of too few on the transportation team and seek your support to remain focused on relevant priorities, and to use/fund consultants/vendors for defined projects.

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In addition to outlining our workplan, we would like to raise a few important items for your consideration:

- Our goal is to have the council adopt the Complete Streets Master Plan this Fall including the plan's vision statement. Once adopted, the commission would like to start implementation of the plan including quick-build signage and striping improvements along school routes. This is a specific deliverable of the plan that was noted to residents as improvements to be completed within 24 months of adoption of the plan.

The commission recommends supporting City Staff recommendations for a new Capital Improvement Program project in the Fiscal Year 2021-22 to be funded over two years to fulfill this commitment. The commission also requests an update during our study session on possible funding levels for existing and future CIP projects, and council's consistent commitment to support implementation of the plan.

- The commission urges the city to take more aggressive action-orientated steps to mitigate the long-term cumulative impact of traffic as the region exists out of the current COVID-19 environment. Once a Vehicle Miles Traveled (VMT) / Level of Service (LOS) policy and checklist are in place, the commission requests resources to fund its implementation (i.e., Transportation Demand Management program, TIF reassessment, etc.), and continued funding for regular traffic data collection/traffic model and measurement.
- The city has not been competitive in recent county, regional and federal transportation grant applications - as the scoring criteria has weighed in the favor of 'communities of concern', with little priority to geographic equity within the county or funding for smaller cities, etc. The commission would like to bring this to the attention of the council and ask that this be raised at the Valley Transportation Authority (VTA) Board of Directors and Metropolitan Transportation Commission (MTC) levels. Communities such as Los Altos are heavily impacted by regional traffic trends and volume growth, and our roadways have become less safe and comfortable for residents to bike and walk. To successfully provide sustainable transportation choices, modal equity, safer routes to school, and traffic calming in our centrally located and smaller city, Los Altos will need adequate grant funding support. The current grant restrictions showing preferences towards Priority Development Areas (PDAs) and Communities of Concern (COC) limit the opportunity for communities such as Los Altos to compete for grant funds.

The commission would welcome your feedback, input, or questions. We will be reviewing the content of this letter with you during our annual joint session currently scheduled for May 4, 2021.

Nadim Maluf  
Los Altos -- Complete Streets Commission, Chair

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CSC Vision: Our community-focused and sustainable streets empower people of all ages and abilities to access destinations comfortably, safely, and conveniently, regardless of their mode of transportation.

Overall KPIs: Increase multi-modal activity, safety, connectivity and sustainability with effective community engagement and ongoing impact evaluation. (See CSMP performance measures.)

**Goal 1: Create safe multi-modal transportation solutions that align community needs with city priorities.**

No.	Initiative	KPIs	Projects & Programs	Deliverables
1A	Create Complete Streets Master Plan to Prioritize Projects and Programs (2021)	<ul style="list-style-type: none"> <li>Adoption of plan in fall 2021</li> <li>Implement X deliverables within Y years</li> </ul>	Update bike & ped plan	Maintain proposed Bike & Ped Plan deliverables schedule
			Improve SR2S Walk n Roll maps and create hot spots list	Complete 18 Walk n Roll Maps and Hot Spots Lists
			Develop Conceptual Plan Line Drawings for Priority Locations	Complete 18 plan line drawings for priority locations
1B	Align and Execute Pavement Program to increase PCI and Simultaneously Add Multi-Modal Safety Amenities	Achieve PCI of 76 by 2026	PCI pavement program	Annual PCI report update (2022)
			Implement Priority Bicycle and Pedestrian Facilities and Traffic Calming with Pavement Program	Develop and present to City pavement program identifying streets with PCI and 2 corridor goal per year for Bike-Plan implementation goal

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No.	Initiative	KPIs	Projects & Programs	Deliverables
1C	Develop Safe Routes to School Education & Encouragement Program with School Communities	<ul style="list-style-type: none"> <li>Increase share of students walking/biking to school by 10%</li> </ul>	Create and implement education programs to expand bike/ped safety knowledge with students/families	(Pending outcomes of Stakeholder interviews) <ul style="list-style-type: none"> <li>Future SR2S EE Program</li> <li>Bike-Ped Counts</li> </ul>
			Create and implement encouragement programs to increase bike/ped use	<ul style="list-style-type: none"> <li>Future SR2S EE Program</li> <li>Bike-Ped Counts</li> </ul>
			Manage implementation of Hot Spot Improvements on school routes	Hot spot mitigation along SR2S routes, as outlined in CSMP
1D	Enhance City's Traffic Calming Program	<ul style="list-style-type: none"> <li>Reduce traffic impact in downtown, arterial/collector streets and neighborhood streets</li> </ul>	Evaluate Open Street Measures for Residential Streets to limit Vehicle Cut-Thru Traffic and implement Pilot Projects	<ul style="list-style-type: none"> <li>Policy for Residential Open Streets Implementation</li> <li>Demonstration Project in 2022</li> </ul>
			Develop New Traffic Calming Toolkit for Collector and Arterial Streets	Release RFP for Traffic Calming Toolkit (2022)
			Continue to evaluate and modify Downtown Open Streets/Parklet Programs	Quarterly update on status of Downtown Open Streets/Parklet Program

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No.	Initiative	KPIs	Projects & Programs	Deliverables
1E	Align CIP Transportation Program to CSC Work Plan	<ul style="list-style-type: none"> <li>• At least 25% of CIP projects advance CSMP and CSC priorities each year</li> </ul>	Annual Street Resurfacing program review to advance priority CIP projects	CSC input & review of Annual Street Resurfacing Program (CIP) street selection by Feb each year
			Annual Transportation CIP project selection	CSC review & prioritize annual transportation project (CIP) selection by March each year
			Conduct quarterly update/review of CIP transportation projects	CSC quarterly update report delivery in Jan, April, July, and Oct.
1F	Coordinate Regional Transportation to Advance Los Altos interests	<ul style="list-style-type: none"> <li>• Incremental funding for CSC / CSMP projects (target?)</li> <li>• Attendance at regional forums</li> <li>• Meetings and communications with neighboring jurisdictions</li> </ul>	Coordinate with partner government agencies to represent City of Los Altos needs	Participation in VTA regional meetings and other agency meetings that impact Los Altos  Proactively coordinate multimodal transportation projects at jurisdictional borders
			Seek VTA funding and other outside funding aggressively	Grant proposals submittals following CSMP plan adoption

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No.	Initiative	KPIs	Projects & Programs	Deliverables
1G	Manage Downtown Parking Facilities to Promote Successful Business Operations		Maintain existing parking assets	Develop parking inventory. (Summer 2021).
			Introduce Technology Options to Manage Parking Inventory	RFP for On-Street and Lot Parking Sensors Downtown (2022 Pending Funding)
			Identify and Implement EV Charging Stations for Vehicles and eBikes	RFP for private sector e-charging facilities. (2022 Pending Funding)
			Expand Bicycle Parking Opportunities	(2022 Pending CSMP Adoption)
	Future Interests		Transit Plan	
			Bicycle and Pedestrian Technology Enhancements (i.e., Wave Push Buttons)	

**Goal 2: Manage Long-Term Cumulative Impacts from Public and Private Development Projects and Regional Traffic**

No.	Initiative	KPIs	Projects & Programs	Deliverables
2A	Utilize Citywide Traffic Model to Monitor Traffic Trends	<ul style="list-style-type: none"> <li>Collect baseline data by 2021</li> <li>Set and manage toward targets by X?</li> </ul>	Collect traffic data regularly to identify changes in traffic patterns	Semi-annual citywide traffic count (88 locations)
			Track changes in LOS and Bicycle Pedestrian stress level on local roads	<ul style="list-style-type: none"> <li>Develop VMT/LOS Policy</li> <li>Use CSMP to develop Bike-Ped Stress Measures</li> </ul>

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No.	Initiative	KPIs	Projects & Programs	Deliverables
2B	Measure Traffic Impacts in the Los Altos Community to Evaluate and Improve the Effectiveness of Existing Programs	<ul style="list-style-type: none"> <li>Adoption of consistent study methodology by 2022</li> </ul>	Establish a Vehicle Miles Traveled (VMT) and Level of Service (LOS) Policy to help better evaluate projects	Contract consultant team to develop VMT/LOS policy and checklist. (Summer 2021)
			Traffic Study Checklists for Transportation Consultants by Land Use Type to ensure Consistency in Study Methodologies	<ul style="list-style-type: none"> <li>Traffic Study Checklists for Transportation Consultants by Land Use Type</li> <li>Contract consultant team to develop VMT/LOS policy and checklist. (Summer 2021)</li> </ul>
			Develop Complete Streets Commission Development Review Checklist to Streamline Commission Participation in Private Development Approval Process	Contract consultant team to develop VMT/LOS policy and checklist. (Summer 2021)
			Study Telecommuting Strategies for Use in Community to provide Local and Regional Leadership	City policy on telecommuting strategies (2022)
2C	Overhaul Traffic Impact Fee (TIF) Program to Help Fund Priority Transportation Projects	<ul style="list-style-type: none"> <li>Increase incremental TIF fee by X%</li> </ul>	Align TIF program with Complete Streets Master Plan and other Local and Regional Transportation Project Interests	
			Evaluate existing TIF Rates to Ensure Fees Reflect Existing Construction Costs	Report on TIF rates and fees

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No.	Initiative	KPIs	Projects & Programs	Deliverables
Future Interests	Transportation Demand Management Program			
	<b>Parking Related Initiatives:</b> <ul style="list-style-type: none"><li>- Parking Monitoring</li><li>- Parking Preservation Program,</li><li>- Residential Parking Permit (RPP) Program</li></ul>			



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**Goal 3: Achieve Effective Community Engagement with Residents**

No.	Initiative	KPIs	Projects & Programs	Deliverables
3A	Develop Effective Outreach Strategies to Promote Public Participation in Transportation Projects	<ul style="list-style-type: none"> <li>• Community satisfaction with level of engagement</li> <li>• Increase community participation in CSC projects by X%</li> <li>• Pre- and post-engagement surveys by 2025</li> </ul>	Identify Better Methods of Engaging with Residents	Following CSMP identify successful engagement strategies for future use
			Incorporate Public Input into each Project Evaluation	Capture and share/summarize public input received while planning projects (from surveys, comment cards, emails, etc.)  Develop online post construction surveys
			Include Post-Project Data Collection to Monitor Project Effectiveness	Introduce post construction reporting in CSC Quarterly Reports. (2022)
3B	Integrate with City-School District - School Issues Subcommittee			

**Complete Streets Commission  
Proposed Schedule of Activities 2021**

Month	Scheduled Discussion Topics
April	<ul style="list-style-type: none"> <li>- Study Session: CSMP Workshop (concept plan line drawings)</li> <li>- Cuesta Dr Traffic Calming Project, Post Construction Update</li> <li>- El Camino Real – Bike Lane and Parking Removals</li> <li>- CSC Letter to CC for Joint Study Session</li> </ul>
May	<ul style="list-style-type: none"> <li>- Study Session: CSMP Concept Plan Lines</li> <li>- SR2S EE Program Draft Recommendations to CC</li> <li>- VRF/LOS Check Lists (Part 1)</li> <li>- CIP Program Recommendations</li> <li>- Quarterly CIP Update</li> </ul>
June	<ul style="list-style-type: none"> <li>- Study Session: CSMP Project Prioritization</li> <li>- CSMP: Bike Ped Plan Draft</li> <li>- County of Santa Clara - Expressway Bicycle Design Guidelines</li> <li>- County of Santa Clara - Bicycle &amp; Pedestrian Design Guidelines</li> <li>- VRF/LOS Check Lists (Part 2)</li> <li>- St Joseph Avenue (HOLD)</li> </ul>
July	<ul style="list-style-type: none"> <li>- CSMP: Draft Master Plan</li> <li>- Study Session: Safe Routes to School EE</li> </ul>
August	<ul style="list-style-type: none"> <li>- Quarterly CIP Update</li> <li>- SR2S School Improvement Maps Project Input - Phase 1</li> </ul>
September	<ul style="list-style-type: none"> <li>- CSMP: Final Plan</li> <li>- Police Department Coordination Meeting</li> <li>- Form Work Plan Subcommittee</li> </ul>
October	<ul style="list-style-type: none"> <li>- Measure B Project, Foothill Exp Widening (Homestead to I-280)</li> <li>- Work Plan Subcommittee Updates</li> <li>- SR2S School Improvement Maps Input – Phase 2</li> </ul>
November & December (Combined)	<ul style="list-style-type: none"> <li>- Annual CSC letter to Council for Council Priorities with Work Plan Attachment</li> </ul>