

Attachment A-1
SCOPE OF WORK
Bellevue Vision Zero Action Plan
September 24, 2018

This scope of work between the City of Bellevue (hereinafter identified as CITY) and Fehr & Peers (hereinafter identified as CONSULTANT) defines the context, project summary, assumptions, tasks, budget, schedule, and deliverables to complete a Vision Zero Action Plan (hereinafter identified as VZAP) in approximately 6 months after Notice to Proceed.

BACKGROUND

The CITY seeks support from the CONSULTANT to prepare a VZAP that advances the goal of eliminating traffic fatalities and serious injuries on city streets by the year 2030. In 2015, the City Council passed [a resolution](#) providing a framework to achieve this goal. It states: "the life, safety and health of residents, employees and visitors to Bellevue is the City Council's highest priority." In 2016, the City Council passed [an ordinance](#) adopting Vision Zero amendments into the city's Comprehensive Plan.

The Transportation Department is advancing the VZAP in "One City" collaboration with other City departments to promote coordinated solutions in engineering, education, encouragement, evaluation, equity, and enforcement. Together we will:

- Consider Vision Zero best practices – including policies, programs, and strategies – that are successful elsewhere and applicable to Bellevue.
- Coordinate with existing road safety efforts underway in Bellevue and Vision Zero initiative elsewhere.
- Engage community stakeholders in setting the priorities for investment in Vision Zero strategies.
- Propose Vision Zero strategies through 2030, and required financial and staffing resources necessary, for a phased implementation in the 2019 to 2022 timeframe.
- Identify partnership opportunities with public, private, and non-profit organizations to advance Vision Zero strategies in Bellevue.
- Refine existing and propose new metrics to track plan progress and foster a One City commitment towards Vision Zero.

The CONSULTANT will assist the CITY with developing the VZAP based on the Vision Zero Network's [Guidelines for an Effective Vision Zero Action Plan](#) outlining long-term goals, short-term action items, indicators to track success, public outreach, technical input (such as best practices), meeting preparation and support, meeting facilitation, and preparation of written documents. The CITY envisions updates to the VZAP every five (5) years.

PROJECT APPROACH

The VZAP will enable Bellevue to build on the successes of previous and current road safety initiatives. This project is envisioned as a collaboration that leverages the local area expertise of Bellevue staff paired with the subject matter expertise of the CONSULTANT. An example of this collaboration is depicted in Task 3 wherein the CITY will leverage its 2006-2017 collision database and geographic information systems to produce charts and maps that the CONSULTANT will review and request

additional data, charts, and maps from the CITY as needed to identify the key emphasis topics for the VZAP.

This collaboration includes a separate consultant contract with a firm contributing graphic design support to the VZAP report production (hereinafter identified as GRAPHICS CONSULTANT). The GRAPHICS CONSULTANT will develop the graphic identity and materials to communicate Vision Zero concepts with partners and the public and consolidate the CITY generated maps and data and the technical analysis write-ups generated by the CONSULTANT into the final report. Although not responsible for graphics production the CONSULTANT is expected to collaborate with the CITY in generating ideas that will be reproduced by Bellevue’s GRAPHICS CONSULTANT for inclusion in the VZAP.

TASKS & DELIVERABLES

Task 1 – Project Management

The CITY created a Vision Zero Core Group consisting of staff representatives from multiple City departments who will serve as a sounding board for the development of the VZAP. The CONSULTANT’s responsibilities include participation in up to four (4) Core Group meetings in support of advancing the project during the anticipated 6-month project duration.

As part of this task, the CONSULTANT will develop a project management plan that identifies key staff, project deliverables, and schedule. The CONSULTANT will manage the contract tasks and budget in accordance with the contract. Reallocation of budget resources among budgeted tasks, or changes to the timeline may be approved with concurrence of the CITY project manager.

Deliverables: *The CONSULTANT shall contribute to overall project management under the direction of the CITY project manager for the work defined in this Scope of Work as follows: (1) Participate in twice monthly conference calls with the CITY project manager to review project progress; (2) Participate in up to four Vision Zero Core Group meetings throughout the project; (3) Prepare meeting minutes for the four Core Group Meetings (CITY prepares the agendas) (4) Prepare monthly progress reports and invoicing; and, (5) Prepare and maintain the progress schedule to align with the 6-month project duration.*

Task 2 – Community Engagement

The CITY intends to use the development of the VZAP to foster a “safety culture” wherein everyone is encouraged to make a contribution towards safe streets. It is in this spirit of “shared responsibility” – in how we travel, establish policies, design our streets, and enforce our traffic laws – that the development of the VZAP includes multiple engagement opportunities with the following community stakeholders and partner agencies:

- **City Council:** The Bellevue Council will be presented with the final VZAP report; which, upon acceptance, will inform updates to the Comprehensive Plan and potential city-led road safety initiatives. The CONSULTANT will participate in one (1) presentation to the City Council to gauge receptivity to the goals and strategies prior to VZAP report production (target: February 2019).
- **Transportation Commission:** There will be regular briefings to the Transportation Commission to ensure continuity through the plan development process. Staff will seek the Transportation

Commission's concurrence on the VZAP goals and strategies (Task 6) and approval of the final report (Task 7) before it is submitted to Council. The CONSULTANT will participate in two (2) presentations to the Transportation Commission.

- **Community Stakeholders:** The CONSULTANT will co-facilitate one (1) public workshop to bring Bellevue stakeholders up to speed on past successes and the challenges the CITY has witnessed in the areas of road safety and to solicit input on VZAP strategies (target: January-February 2019). The CITY will secure appropriate meeting space, prepare meeting announcements, invite stakeholders, co-facilitate the workshop, translate materials, and post summarized materials online after the workshop. Potential stakeholders include: Overlake Medical Center, Cascade Bicycle Club, FeetFirst, and AAA of Washington. Special attention will be required by the CITY to enlist, inspire, and empower "under-represented" communities (i.e., immigrants, low-income, and non-native English speakers) as well as people who have been seriously injured or who have lost family members associated with a collision on a Bellevue roadway to share their stories.
- **Partner Agencies:** Vision Zero is an international movement intended to inspire communities to coordinate and prioritize road safety efforts. It is from a desire to connect local safety priorities with interests in the wider community that the CITY aims to ensure VZAP collaboration with the current update to the [Washington State 2016 Target Zero Plan](#). The statewide plan provides a framework within which the CITY can identify its own goals and strategies. The CONSULTANT will participate in up to two (2) strategy sessions with the Washington State Department of Transportation and Washington Traffic Safety Commission staff (target: December 2018 and February 2018).

The development of the VZAP builds on previous Vision Zero outreach efforts including an [online wikimap](#) that invited public feedback on where they have experienced road safety concerns and community events that invited the public to fill-out [message boards](#) with their personalized pledges towards road safety. Community engagement during VZAP development should incorporate tradeoff deliberations that address:

- Vehicle throughput and road safety. Many congestion reduction strategies, such as wider roads with higher design speeds, tend to increase [traffic risks for all road users](#) and higher vehicle speeds are [strongly associated with serious injuries](#). In contrast, communities that promote travel options that shift travel from automobile to alternative modes, [tend to reduce overall collision risk](#).
- Privacy and road safety. As noted in the [King County Target Zero Task Force Survey](#), the public "is torn about voluntarily keeping their hands off their cell phone while driving, even though they acknowledge that using a phone while driving is *completely unacceptable*." Given these perspectives and the challenges of enforcing [WA's distracted driving law](#), what strategies are considered appropriate to deter people from distracted driving? In both [China](#) and [Australia](#) traffic cameras are used to detect and ticket people who are texting and driving. Of course, these technological innovations raise concerns for [privacy advocates](#).

It is worth acknowledging that the most progressive Vision Zero cities engaging in these types of candid conversations within their communities have made explicit that they do not accept a trade-off between road safety and other priorities (e.g., [City of Boston's "safety over speed" program](#)). The CITY and CONSULTANT will determine how best to engage the Bellevue community in a candid conversation on these and other road safety topics.

Deliverables: The CONSULTANT shall participate – but not be responsible for material production – in the following: one (1) presentation to the City Council; two (2) presentations to the Transportation Commission; two (2) strategy sessions with the Washington State Department of Transportation and

Washington Traffic Safety Commission staff; and, play a prominent role in co-facilitating one (1) public workshop with the CITY responsible for documenting key takeaways. These meetings and workshop are expected to provide the CITY and CONSULTANT with insights into community priorities for VZAP strategies.

Task 3 – Assessment of Collision Data

Roadway fatalities and serious injuries can happen anywhere but understanding when, where, and why collisions are most likely to occur can help transportation professionals target road safety improvement strategies. To reduce overall collision frequency on Bellevue roads, the Transportation Department collects data on collisions such as their location and how they occurred. To store and analyze this data, Bellevue engineers and planners leverage a reporting system to determine where collisions are most common and how roads can be improved to reduce collision frequency.

In Task 3, the CITY will leverage its 2006-2017 collision database and geographic information systems to produce charts and maps reflecting key takeaways about roadway characteristics and behavioral and environmental factors that may have contributed to people being Killed or Seriously Injured (KSI). The CONSULTANT will review this data and request additional data, charts, and maps from the CITY as needed to inform its identification of key emphasis areas warranting enhanced and/or new safety strategies to incorporate into Task 6. Additionally, in Task 6 the CONSULTANT will suggest ways to eventually move beyond the current reactive-based approach and towards a more [proactive, systems-based approach to safety](#). CONSULTANT findings from assessing the collision history will be integrated into a technical memo deliverable.

*Deliverables: The CONSULTANT shall prepare a technical memo that assesses Bellevue’s collision data, trends, and contributing location and behavioral factors. The CONSULTANT assessment will determine fatality and serious injury collision patterns in Bellevue and comparisons of CITY data to statewide data (see [crash data portal](#)) and that of peer cities. The CONSULTANT will recommend graphics ideas based on its analysis that will be reproduced by the GRAPHICS CONSULTANT for inclusion in the VZAP. **Completion of Task 3 is anticipated in November 2018.***

Task 3A – Value-Added Research

The CONSULTANT will work with the CITY to identify a safety data analysis task that provides mutual benefit to CONSULTANT and CITY. In general, the task will involve additional processing/manipulation of safety data and regression/correlative modeling and data visualization. The CONSULTANT has committed up to 80 hours of staff time (which are outside of the proposed budget) to support this task.

Deliverables: The CONSULTANT shall work with CITY to receive data. CONSULTANT and CITY will determine how to divide any data processing tasks. CONSULTANT will analyze data and document findings in a memorandum.

Task 4 – Assessment of Existing Policies, Programs, and Practices

Vision Zero cities can be broadly categorized into four stages of maturation – initiative, descriptive, active, and adaptive – as they transform from developing Vision Zero action plans to an optimized position of road safety sophistication (see Open Data Nation’s [The Smart City Evolution: A Roadmap for Vision Zero](#)). In Task 4, the CITY will arrive at an understanding of the current stage of maturity of its

Vision Zero initiative (see Vision Zero Network's [Moving From Vision to Action: Fundamental Principles, Policies, and Practices to Advance Vision Zero](#)).

In Task 4 the CITY will provide the CONSULTANT written descriptions on the road safety strategies presently employed in engineering, education, encouragement, evaluation, equity, and enforcement. This documentation will include Police Department data reflecting trends in citations issued (e.g., DUI); analysis of photo enforcement data (before/after enforcement impacts); and other information that can assist the CONSULTANT in understanding existing policies, programs, and practices. Additionally, the CONSULTANT will assess the evolution in the CITY's project ranking criteria for roadway/intersection projects in the Transportation Facilities Plan (TFP) and how this methodology compares to other Vision Zero cities.

Concurrent with Task 4 the CITY will undertake an internal audit of City departments to assess staff familiarity with and commitment to the Vision Zero initiative (Target: October-November 2018). Discussions are underway in the Vision Zero Core Group to determine how best to administer this culture scan (i.e., candidate approaches include a questionnaire and/or a series of focus group conversations). The CITY will administer and document audit findings and share these results with the CONSULTANT. CONSULTANT findings from this assessment will be integrated into a technical memo deliverable that will help the CITY understand its Vision Zero initiative's current stage of maturity.

*Deliverable: The CONSULTANT shall produce a technical memo deliverable documenting the CITY's existing policies, programs, and practices that will help the CITY understand its Vision Zero initiative's current stage of maturity and ultimately inform CONSULTANT recommendations in Task 6. **Completion of Task 4 is anticipated in January 2019 in tandem with the Task 5 deliverable.***

Task 5 – Best Practices Assessment

As a High Performance Organization (HPO), the City of Bellevue leverages the best technologies and innovative tools that are successful elsewhere and applicable to Bellevue. This task builds on Bellevue's HPO philosophy by examining what lessons can be learned from other Vision Zero cities.

In support of this task, the CITY prepared a document that inventories the vision, goals, principles, and strategies of adopted Vision Zero Action Plans from multiple communities. The CONSULTANT will leverage this document to identify best practices and recommendations from these and other existing Vision Zero Plans that have potential transferability to the VZAP.

Of particular interest in Task 5 is a determination of how to institutionalize a "safe systems" based approach to road safety as articulated in the National Safety Council's [The Road to Zero: A Vision for Achieving Zero Roadway Deaths by 2050](#) and the International Transport Forum's [Zero Road Deaths and Serious Injuries: Leading a Paradigm Shift to a Safe System](#). Specifically, the CITY is interested in understanding how to approach road safety from multiple angles: street designs that emphasize safety, predictability, and the potential for human error, coupled with targeted education and data-driven enforcement efforts.

*Deliverable: The CONSULTANT shall produce a technical memo deliverable suggesting Vision Zero best practices including "safe systems" approaches that other communities have used in their transportation safety action strategies and that have potential transferability to Bellevue. **Completion of Task 5 is anticipated in January 2019.***

Task 6 – VZAP Goals and Strategies

Based on the findings from the previous tasks, the CONSULTANT will prepare recommendations for the VZAP goals and strategies. Recommendations shall be informed by CITY provided collision data and CONSULTANT identified emphasis areas (Task 3), understanding of current policies, programs, and practices (Task 4), proven best practices (Task 5), and a determination of applicability to the CITY and consistency with the update to the [Washington State 2016 Target Zero Plan](#). Leading up to Task 6, the CONSULTANT shall have engaged the City Council, Transportation Commission, Community Stakeholders, and the CITY's Vision Zero Core Group in assessing how best to prioritize road safety efforts in ways that achieve measurable results towards zero serious injuries and fatalities on CITY roadways (Task 2).

CONSULTANT recommendations in Task 6 shall include specific strategies that are categorized by time frame (eg: 6 month, 2 year, and 5 year actions) and the lead Department responsible for implementation (e.g., Transportation, Police, and Community Development). The CONSULTANT shall also prepare an implementation matrix for updates to existing policies, programs, and practices as well as the newly proposed strategies through this VZAP. The matrix will identify possible barriers to implementation (including but not limited to funding, legislation, and staffing) and include cost estimates, potential funding sources (local, state, and federal) and the role of implementing agencies. Finally, the VZAP goals and strategies shall include corresponding target performance measures and benchmarks to monitor progress.

By way of example, a candidate VZAP goal might be to *increase usage of road safety technologies* and an associated strategy might be to *increase usage of automated speed enforcement on arterials where speeding and collisions are prevalent*. Although consistent with guidance from [Insurance Institute for Highway Safety research](#) showing that automated speed enforcement reduces speed limit violations and injury crashes this candidate strategy would necessitate changes to both [RCW](#) and [Bellevue's Municipal Code](#) limiting the use of traffic safety cameras to "arterial intersections and school speed zones only." A determination on whether to include this candidate goal and strategy into the VZAP implementation matrix would arise from insights into community priorities derived from community engagement activities reflected in Task 2.

*Deliverable: The CONSULTANT shall produce a technical memo deliverable recommending: (1) VZAP goals and strategies; (2) target performance measures and benchmarks to monitor progress; and, (3) an implementation matrix for updates to existing policies, programs, and practices as well as the newly proposed strategies through the VZAP. **Completion of Task 6 is anticipated in February 2019.***

Task 7 – VZAP Report

The CITY in collaboration with the GRAPHICS CONSULTANT will prepare the VZAP report. The report document will reflect key takeaways from the technical memos produced in the previous tasks. The CONSULTANT will review and propose edits to the draft report.

*Deliverable: The CONSULTANT will be asked to review and propose edits to the draft VZAP report produced by the CITY and GRAPHICS CONSULTANT. **Completion of Task 7 is anticipated in March 2019.***

CITY OF BELLEVUE PROJECT MANAGEMENT

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BUDGET

The budget for this project will not exceed \$40,000 as reflected in the following fee schedule.

	Breiland	Weissman	Saviskas	Mitman	Bettencourt	Fee	Notes on Assumptions
Task	\$270	\$190	\$130	\$270	\$115		
Task 1. Project Management							
1.1. Bi-monthly calls		6	6			\$ 1,920	
1.2. Core Group meetings (4)	4	10	20			\$ 5,580	Assumes Dana attends 2 in person and calls in for 2; Sarah in person for all 4; Chris attends 2 and calls in for 2; Sarah leads prep
1.3. Meeting Minutes (4)				8		\$ 1,040	
1.4. Monthly Invoicing and Progress Reports		2	4			4 \$ 1,360	
1.5. Schedule oversight		2	4			\$ 900	
Task 2. Community Engagement							
2.1. City Council (1)	3					\$ 810	Chris attends
2.2. Transportation Commission (2)	6	4				\$ 2,380	Chris attends both; Dana attends one
2.3. Workshop (1)	6	6	6			\$ 3,540	Chris, Dana, and Sarah attend
2.4. Strategy Sessions (2)	4	6	6			\$ 3,000	Chris attends both; Dana and Sarah each attend 1 in-person, with Dana attending the second over the phone; Sarah leads prep
Task 3. Assessment of Collision Data		8	18			\$ 3,860	Chris and Meghan's hours here are covered in our value added task
Task 3A. Value Added Research	8	24	40	8		\$ -	No costs assumed in budget
Task 4. Assessment of Existing Policies, Programs, and Practices		8	16	2		\$ 4,140	
Task 5. Best Practices Assessment		8	16	2		\$ 4,140	
Task 6. VZ Goals and Strategies	2	8	18	2		\$ 4,940	
Task 7. VZAP Report	2	8				\$ 2,060	
ODCs (mileage, printing, project communications etc)						\$ 330	F&P will cover cost of Dana's travel from CA and hotels
Total	35	100	162	14	4	\$ 40,000	

SCHEDULE

This scope of work and all deliverables will be completed prior to March 31, 2019.

