City of Lafayette
Agenda
Downtown Congestion Reduction Plan Steering Committee

Special Meeting

Date: Tuesday, August 15, 2017

Time: 4:00 p.m.

Location: Lafayette City Offices – Room 265
3675 Mount Diablo Boulevard, Lafayette, California

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1. Call to Order

2. Roll Call

3. Adoption of Agenda

4. Public Comments

5. Discussion Item

   A. Review of Community Feedback and Draft Implementation Plan
   Recommendations:
   a) Receive results of second public outreach period

   b) Forward to City Council support for Draft Implementation Plan, to be incorporated into Downtown Congestion Reduction Plan

   c) Direct Arup to draft Downtown Congestion Reduction Plan, for proposed adoption by City Council in September 2017

6. Adjournment

I, James Hinkamp, declare under penalty of perjury that this agenda has been posted at least 24 hours in advance at the Lafayette City Offices, 3675 Mount Diablo Boulevard, Lafayette, CA 94549 in the glass case and on the City website at www.ci.lafayette.ca.us.

Location of Agendas and Agenda Packets: Agenda and packets are available for review by the public during regular work hours at the Lafayette City Offices. Agendas and packets shall be made available at least 72 hours in advance of regular meetings and 24 hours in advance of special meetings.

Any writings or documents pertaining to an agenda item provided to a majority of the Downtown Congestion Reduction Plan Steering Committee less than 24 hours prior to the meeting, shall be made available for public inspection at the City Offices during normal business hours. In addition, a copy of said writings or documents will also be placed at the entry table to the assigned meeting room.

Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132). Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to Joanne Robbins, City Clerk at (925) 299-3210 at least 48 hours before the meeting, if possible.

City of Lafayette
Staff Report
Downtown Congestion Reduction Plan
Steering Committee

Meeting Date: **August 15, 2017**

Staff: **James Hinkamp, Transportation Planner**

Subject: **Review of Community Feedback and Draft Implementation Plan**

Summary
At this meeting, the Steering Committee is asked to review the results from the second round of public outreach for the Downtown Congestion Reduction Plan and review and consider forwarding to the City Council the draft Plan containing the recommended final list of Downtown traffic congestion reduction strategies and their implementation timing.

Background
Two deliverables for review at this meeting include an Executive Summary memo, which describes the goals, objectives, and process of developing the draft Plan, and an Implementation Plan memo, which proposes the final list of recommended congestion reduction strategies, including the proposed timing to enact these strategies. These recommendations are based on technical analyses, multi-criteria assessment, and community feedback to date. The latter memo also provides detailed analysis of the results from the second round of public outreach, which occurred April 25 – June 1. As the Committee will recall, this public outreach involved a web-based Preference Survey that remained open for the duration of the outreach period, and a public workshop on May 23rd, designed to gather in-person feedback on the preliminarily-recommended strategies. The aforementioned memos are included with this staff report, respectively, as Attachment 1 and 2.

Discussion

Results of the 2nd Round of Public Outreach

The purpose of this outreach was to learn how local community members react to the preliminarily-recommended Short List of 15 congestion reduction strategies. Consistent with the Plan scope of work, on April 24, the City Council authorized launch of this second public outreach round. The following day, Arup opened the web-based Preference Survey to the public, which ran its course until June 1. The Committee will recall taking an active role in formatting and wordsmithing the content of the web survey in preparation of its launch. The survey asked two fundamental questions to gauge participants' level of support for the recommended strategies, from the perspective of congestion reduction potential and also funding. The survey also provided a third "question" that allowed for qualitative text responses. As an additional outreach measure, on the evening of May 23, staff and Arup facilitated a public workshop at the Lafayette Veterans' Memorial Building. More than 70 community members

participated in this live event, which featured a presentation about the recommended strategies, followed by a Q&A session, and then an invitation to review large format maps of Downtown Lafayette with strategies labeled in specific areas of impact. Participants were asked to provide feedback directly on the maps via Post-It notes and red and green dots, indicating "support" or "oppose".

619 individuals participated in the web-based Preference Survey. Of the 15 recommended strategies, only a single one – Coordinated Traffic Signals - received a majority of support in both Questions 1 and 2. The rest of the strategies received less than 50% of available votes in Questions 1 and 2, ranging in support from 10 – 49% overall. While these percentages could indicate less-than-enthusiastic support for 14 of 15 strategies (other than Coordinated Traffic Signals), staff and Arup consider it more likely that this reflects the challenge of achieving broad community consensus across the spectrum of strategies. It is also noted that there is some differing level of support for individual strategies in Question 1 versus Question 2, although such differences are not considered to be discernibly significant. That said, there are several strategies that clearly received strong negative responses in both the survey and the workshop. These poorly-received strategies are addressed further in the following section.

Results from the qualitative third question also yielded patterns of support and opposition for certain strategies, as expressed through written comments. Staff conducted a detailed keyword search of submitted text to extract commonly-referenced strategies and stated positions by participants. The most commonly referenced strategy was the Mt. Diablo Blvd. Pathway Expansion, which 40 participants wrote about, and all of whom opposed the idea. Three other commonly-referenced strategies were ideas that were not among the recommended Short List of strategies, but either had already been studied among the universe of ideas at the outset of this Plan effort - and subsequently eliminated from further consideration – or cannot be addressed within the Plan scope of work. These suggested ideas are also detailed below, including reasons for continuing not to recommend them.

Overall, public feedback received during the month of May combined with a holistic application of technical analyses and multi-criteria assessment underlying the recommended Short List lead to the following recommendations for the Implementation Plan.

Draft Implementation Plan

The Implementation Plan proposes the final list of recommended congestion reduction strategies and also gives guidance on when strategies should be enacted to counteract Downtown traffic growth. The recent public outreach period began with a Short List of 15 preliminarily-recommended strategies. Since then, staff and Arup have taken into account the voluminous community feedback in concert with the holistic combination of technical analyses and multi-criteria assessment, to reduce the list of recommended strategies to 11. The final recommended list is detailed further in Table 5 of Attachment 2, including specific reasons for retaining or eliminating certain strategies.

The pacing for recommended implementation is in three phases: Short-Term (1-5 years); Medium-Term (5-15 years); and Long-Term (15-20+ years). Of the 11 recommended strategies, five are slated for Short-Term implementation, four are included for the Medium-Term, and two in the Long-Term. The recommended strategies include both capacity-enhancing and trip reduction (i.e., demand management) strategy types. As a general rule of thumb, the strategies proposed for earlier implementation have relatively low projected cost estimates combined with minimal infrastructure impact, and therefore could be considered "in reach" sooner. By themselves, they are also expected to have a smaller effect on congestion reduction.

As alluded above, there are also four strategies proposed for elimination from further consideration in the Plan. These are as follows:

1. Mt. Diablo Blvd./Moraga Rd. 2nd Northbound Right-Turn
2. Staggered School Times
3. School St. One-Way Westbound (1st St. to Moraga Rd.)
4. Mt. Diablo Blvd. Bike-Ped Pathway Expansion

The rationales for eliminating the above listed strategies vary. Technically, the first eliminated strategy is likely to have the greatest congestion reduction impact. However, staff and Arup consider this fact to be fundamentally outweighed by adverse impacts that would include conflict with established General Plan policies and objectives that call for safe and accessible Downtown pedestrian facilities, Lafayette's long-held vision of a pedestrian-centric downtown core, as well as upholding Complete Streets principles required by state law. The second eliminated strategy requires actions that are not within Lafayette's control, and simply incurs too much uncertainty at this time to reasonably pursue as part of this Plan. The third and fourth eliminated strategies both received relatively underwhelming support during the public outreach, and also score relatively poorly by technical and qualitative measures, especially in terms of congestion reduction.

Additionally, three ideas (not part of the "Short List 15") received frequent mention during the outreach period. These were generated in the web survey written comments and also expressed during the public workshop. Specifically, these ideas were:

1. Reduce/stop Downtown land development
2. Pedestrian bridge over Moraga Rd.
3. Downtown/BART bus and/or shuttles

The first suggested idea above is a fundamental land use policy beyond the scope of this Plan. There are also precedents in other communities suggesting that stopping development is not a legally practical or viable strategy in mitigating or avoiding development impacts. The Downtown Specific Plan (DSP) guides future land development in Downtown Lafayette. Discussion related to the rate, scale, and design of development in the study area is reserved for future forums in the context of the DSP. Furthermore, regarding the second suggested idea, Arup has performed additional analysis that confirms a project of this type would incur significantly more adverse impacts than beneficial ones. An overhead pedestrian walkway over Moraga Rd., and even Mt. Diablo Blvd. for that matter, would require at-grade and overhead space incompatible with surrounding facilities, land uses, and area character; reduce pedestrian accessibility by lengthening walkway distance, as well as incur costs that could be better spent on strategies with more significant congestion reduction potential. As to the third option, a dedicated bus/shuttle service to Downtown/BART has been previously studied in the Lamorinda Transit Alternatives Study, commissioned by the County Connection bus transit agency in coordination with the Lamorinda Program Management Committee and completed in 2015. That study surveyed potential riders and revealed relatively low demand for this type of service, as compared to school bus service and senior transport services. In general, there is not likely to be sufficient rider demand along potential transit corridors, and the service would be unlikely to be cost-effective.

Finally, the draft Implementation Plan is intended to provide guidance on strategy timing. It should be noted that the precise order in which certain strategies may materialize in future is heavily reliant on

funding availability. It is therefore not out of the question that certain recommended strategies could slide up or down the listed order, as presented in the eventual Plan, to better match funding resources.

Next Steps

Assuming the outreach results and draft Implementation Plan presented at this meeting are acceptable to the Committee, staff and Arup propose writing the draft Downtown Congestion Reduction Plan, which would incorporate the Implementation Plan. Staff and Arup would then present to the City Council in September with recommendation to adopt the Plan.

Recommendations

Staff recommend several Committee actions at this meeting:

a) Receive results of second public outreach period

b) Forward to City Council support for Draft Implementation Plan, to be incorporated into Downtown Congestion Reduction Plan

c) Direct Arup to draft Downtown Congestion Reduction Plan, for proposed adoption by City Council in September 2017

Attachments

1. Executive Summary memo, dated August 7, 2017
2. Draft Implementation Plan memo, dated August 7, 2017

ATTACHMENT 1

Executive Summary memo, dated August 7, 2017

Memorandum

ARUP

To	Lafayette Downtown Congestion Study Steering Committee	Date	August 7, 2017
Copies	James Hinkamp and Tony Coe	Reference number	243381/MVI
From	Mike Iswalt	File reference	4-05
Subject	Lafayette Downtown Congestion Reduction Plan – Executive Summary		

This memorandum provides an Executive Summary of the Lafayette Downtown Congestion Reduction Plan ("Plan") process. The Plan has incorporated the following: traffic operations and design analyses, multi-criteria assessment, cost estimates, and feedback from Steering Committee, the City Council, Circulation Commission, and the public, all conducted over more than two years. All prior analyses are available for review at the dedicated website for the Plan: https://lafayettecongestion.com/. The Plan is subject to approval by the City Council.

1 Introduction

Plan Objectives and Key Issues

The primary objective of the Downtown Congestion Reduction Plan ("Plan") is to recommend strategies that can reduce or alleviate existing and future congestion within the Downtown core. Addressing congestion is critical to maintaining the desired quality of life and livability associated with the City of Lafayette. The Plan also evaluates when various strategies should be implemented to alleviate congestion associated with future land development.

The Plan's strategies should:

- Reduce congestion in Downtown
- Enhance safety for motorists
- Enhance safety for pedestrians and cyclists
- Minimize parking impacts
- Enhance urban design
- Minimize environmental and utility impacts
- Be cost effective

- Be consistent with established City policies

Congestion occurs when the traffic demand on a roadway exceeds the available capacity, which results in slower driver speeds, increased driver delays, and long queues. The primary points of congestion in the City occur along Moraga Road between Mount Diablo Road and St. Mary's Road and Mount Diablo Road between Oak Hill Road and 1st Street. Historically, these collective roadway segments have been referred to as the Downtown "Y". The local congestion on these particular roadway segments is caused by a number of factors, including:

- Moraga Road serves as the primary north-south connection between Moraga and Lafayette and Highway 24, BART, the Downtown schools, and Downtown shopping destinations. Therefore, Moraga Road must serve a wide range of activities and trip purposes throughout the day. Congestion is particularly pronounced during the morning (AM) peak commute hours between 7:00–9:00am and in the mid-afternoon (MD) and evening (PM) peak hours, which are 2:00-4:00pm and 4:00-6:00pm, respectively. The broad range and timing of demand for activities accessible via Moraga Road are significant contributors to Downtown congestion.

- Moraga Road has no center left-turn pockets and several closely spaced intersections between St. Mary's and Mount Diablo Road. The lack of left-turn pockets, especially in the southbound direction, can cause left turning vehicles to block the predominant through traffic movements on Moraga Road. The closely spaced intersections also make it difficult to maintain smooth traffic flow through adjacent intersections.

- The Moraga Road / Brook Street intersection, adjacent to Lafayette Elementary, has a dedicated pedestrian "scramble" phase that serves no vehicle movements when operating, thus periodically stopping vehicular traffic in all directions.

- Traffic heading from Moraga Road to Highway 24 must make several turns to reach the on-ramps at 1st Street and Deer Hill Road. The northbound right-turn from Moraga Road to Mount Diablo Road is one of the most constrained movements in Downtown. Over 60 percent of the vehicles making this turn are traveling to 1st Street to access Highway 24. Likewise, vehicles exiting Highway 24 and intending to travel southbound on Moraga Road must navigate several turns to reach said roadway. The lack of a direct connection requires vehicles to have to travel through several intersections, which can result in excessive queuing.

There are several other "hot spots" around Downtown, but these key factors above were the focus of the study conducted in order to develop the Plan.

The study explored two categories of strategies to address Downtown traffic congestion: 1) strategies that increase capacity or throughput (the number of vehicles that can travel through an intersection), or 2) strategies that reduce vehicle trips on Moraga Road or Mount Diablo Boulevard (also known as demand management strategies). Table 1 provides some typical strategies for these two categories. Please note that these are not exhaustive lists:

Table 1: Examples of Congestion Reduction Strategies

Capacity Enhancing Increase Capacity / Throughput	Vehicle Trip Reduction Promote Walk, Bike, and Transit Modes
Add new streets Widen existing streets Add left or right-turn lanes Improve signal coordination	Add bike lanes Add pedestrian crossings Provide more bus service Improve access to BART

Opportunities for adding new streets and widening streets are limited in a developed area such as Downtown Lafayette. However, additional turn lanes, reconfiguring intersections, and improved traffic signal coordination can all increase capacity, which would allow for more people to travel through particular intersections and segments within the local transportation network. The vehicle trip reduction strategies focus on ways to promote alternative modes of transportation by making it easier to walk and bike to Downtown schools and BART, and possibly remove vehicle trips on congested roadways.

Plan Outcomes

The Plan recommended to City Council will include a series of the most promising capacity-enhancing and vehicle trip reduction strategies and provide a roadmap for implementing these strategies over time. The implementation plan will provide guidance on the type and timing of strategies to pursue in the next 1 to 5 years, 5 to 15 years, and 15 to 20+ years. The Plan will provide guidance on how best to package strategies and includes cost estimates, regulatory requirements, and funding opportunities.

Plan Timeline

Figure 1 shows the Plan's timeline. Work on the project began in August 2015 and we are on schedule to finish the work by September 2017. The major highlights of the timeline are summarized below:

- The Steering Committee has met 12 times throughout the study, providing critical input and decision making at key points. Steering Committee meetings are denoted by red circles in Figure 1.
- Following the initial work to identify key issues, a web-based "priorities survey" and "Collaborative Map" were launched in November 2015 and collected over 900 responses. The feedback from this outreach contributed to subsequent strategy development.
- The strategy development work (described in the next section), was an iterative process that consumed the bulk of schedule in 2016 and early 2017. The strategy development began with a Long List of strategies, which were narrowed down to Short List through a variety of analyses and evaluations.
- The strategy development process involved traffic modeling and analysis, conceptual design development, a multi-criteria assessment of a broad range of transportation and societal factors, and cost estimates.

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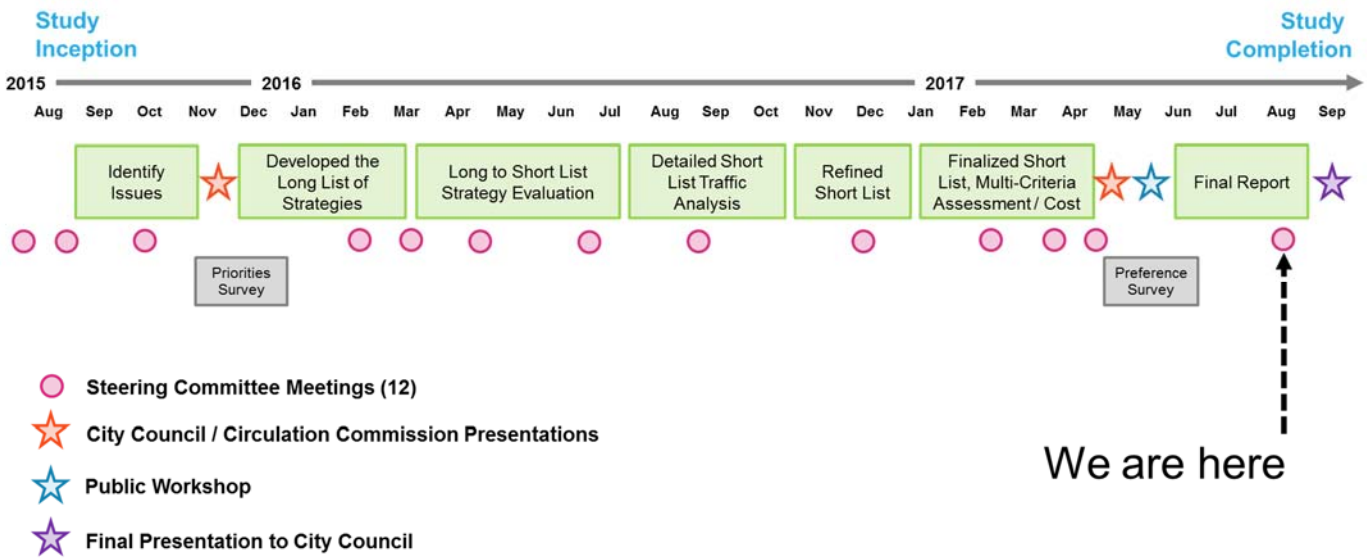
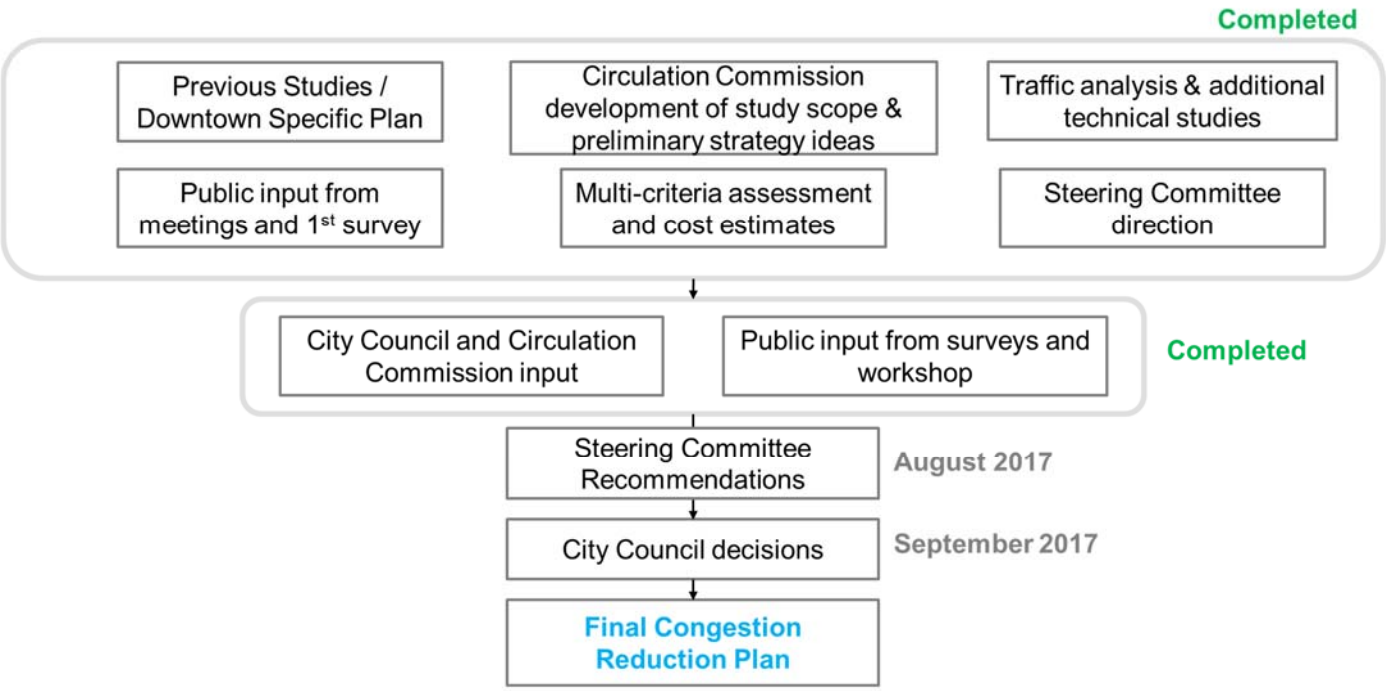
Figure 1: Plan Timeline



- The working Short List included in the presentation packet has been reviewed by the Steering Committee. The objective is to receive comment from the City Council, Steering Committee, and the public at the remaining meetings, workshop, and survey.
- We held a second City Council / Circulation Commission joint meeting on April 24, 2017, where we received feedback and launched the second "preference survey". Over 600 respondents participated in this survey.
- We held a public workshop on May 23, 2017 and received in-person feedback and additional comments on the strategies from over 70 attendees.
- We are holding the final Steering Committee meeting on August 15, 2017 to finalize the strategy recommendations to the City Council.
- We will present the final set of recommendations and the implementation plan to City Council in September/October 2017.

Figure 2 shows the various sources of input to the final recommended strategies and implementation plan.

Figure 2: Plan Development



The technical studies, traffic analysis, multi-criteria analyses, cost estimates, surveys, and feedback from the Steering Committee and public provide the required inputs to develop a list of recommended strategies and the implementation plan. The results of the second preference survey are presented in the memorandum *Lafayette Downtown Congestion Reduction Plan* (Arup, July 5, 2017).

2 Strategy Development

The strategy development process included several steps:

1. **Initial List:** we developed an initial list of over 100 strategies from previous Circulation Commission strategy memos, previous studies such as the Downtown Specific Plan (DSP), results from the first set of surveys (i.e., Collaborative Map and priorities survey), and our own early analysis and field observations.

2. **Long List:** we curated this initial list to develop a "Long List" of 50 strategies. Figure 3 presents the Long List plotted on an x-y axis: the y-axis shows the scale of the congestion reduction benefits, while the x-axis shows the scale of the ease of implementation. We developed a detailed table for the Steering Committee that included a project description, options, a qualitative analysis of the effectiveness, and the potential trade-offs. The Steering Committee weighed these factors and trimmed the Long List down to an initial Short List of 19 strategies.

3. **Short List:** the 19 strategies on the initial Short List are shown in Figure 4. We conducted a more detailed analysis of these strategies, including estimates of vehicle traffic generation, the potential for shifting from auto to alternative modes, and traffic operations impacts. We developed a series of traffic microsimulation models to test how each strategy would impact traffic "level-of-service", travel time, and vehicle queuing under existing conditions and two future analysis scenarios (year 2025 and 2040).

4. **Refinement of the Short List:** these analyses were used to refine the Short List, which included removing some of the strategies, adding others, or revising their description. The result of this refinement is a list of 15 proposed strategies to reduce Downtown congestion.

Figure 3: Long List of Strategies

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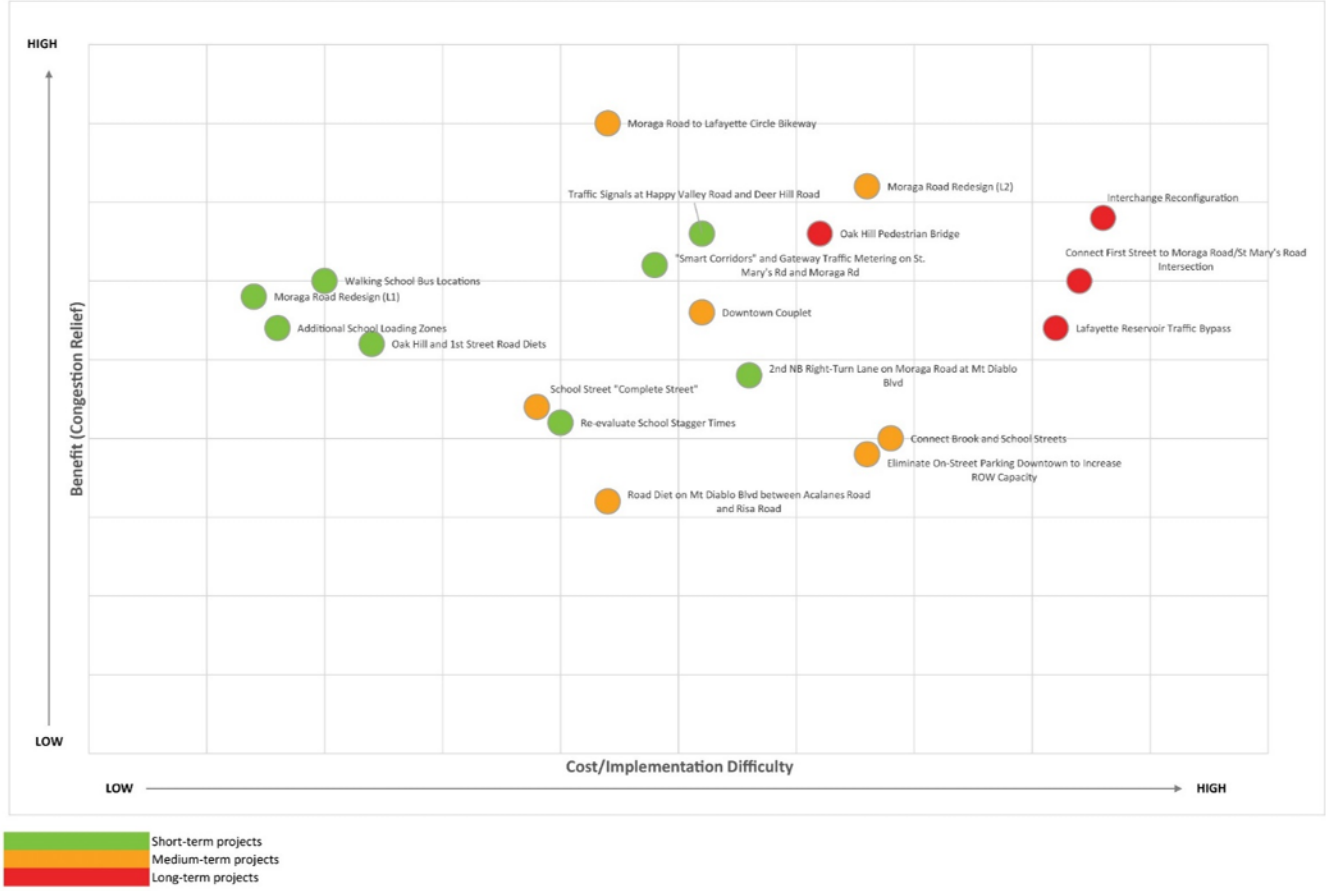
Figure 4: Short List of Strategies



The current Short List of strategies has undergone extensive public review. From April 24 – June 1, 2017 over 600 community members submitted feedback on the strategies featured in the Short List. Feedback was submitted via web-based Preference Survey as well as during a public workshop on May 23rd at the Lafayette Veterans' Memorial Hall. The recommended Short List and Implementation Plan is now put forth for final consideration by the Steering Committee, in advance of review by the City Council.

ATTACHMENT 2

Draft Implementation Plan memo, dated August 7, 2017

Memorandum

ARUP

To	Lafayette Downtown Congestion Study Steering Committee	Date	August 7, 2017
Copies	James Hinkamp and Tony Coe	Reference number	243381/MVI
From	Mike Iswalt	File reference	4-05
Subject	Lafayette Downtown Congestion Reduction Plan – Implementation Recommendations		

This memorandum provides the recommended strategies and implementation plan for consideration by the Steering Committee for the Lafayette Downtown Congestion Reduction Plan ("Plan"). The recommended strategies and implementation plan are the culmination of traffic operations and design analyses, multi-criteria assessment, cost estimates, and feedback from Steering Committee, the City Council, Circulation Commission, and the public, all conducted over more than two years. All prior analyses are available for review at the dedicated website for the Plan: https://lafayettecongestion.com/. The final set of recommendations and implementation plan will go to the City Council for approval.

1 Strategies

Figure 1 presents the Short List strategies in geographical context. In this figure, capacity-enhancing strategies are listed in red font whereas trip reduction strategies are listed in green font. After this figure, Table 1 summarizes the capacity-enhancing strategies, while Table 2 summarizes the vehicle trip reduction strategies.

Memorandum

Figure 1: Strategies

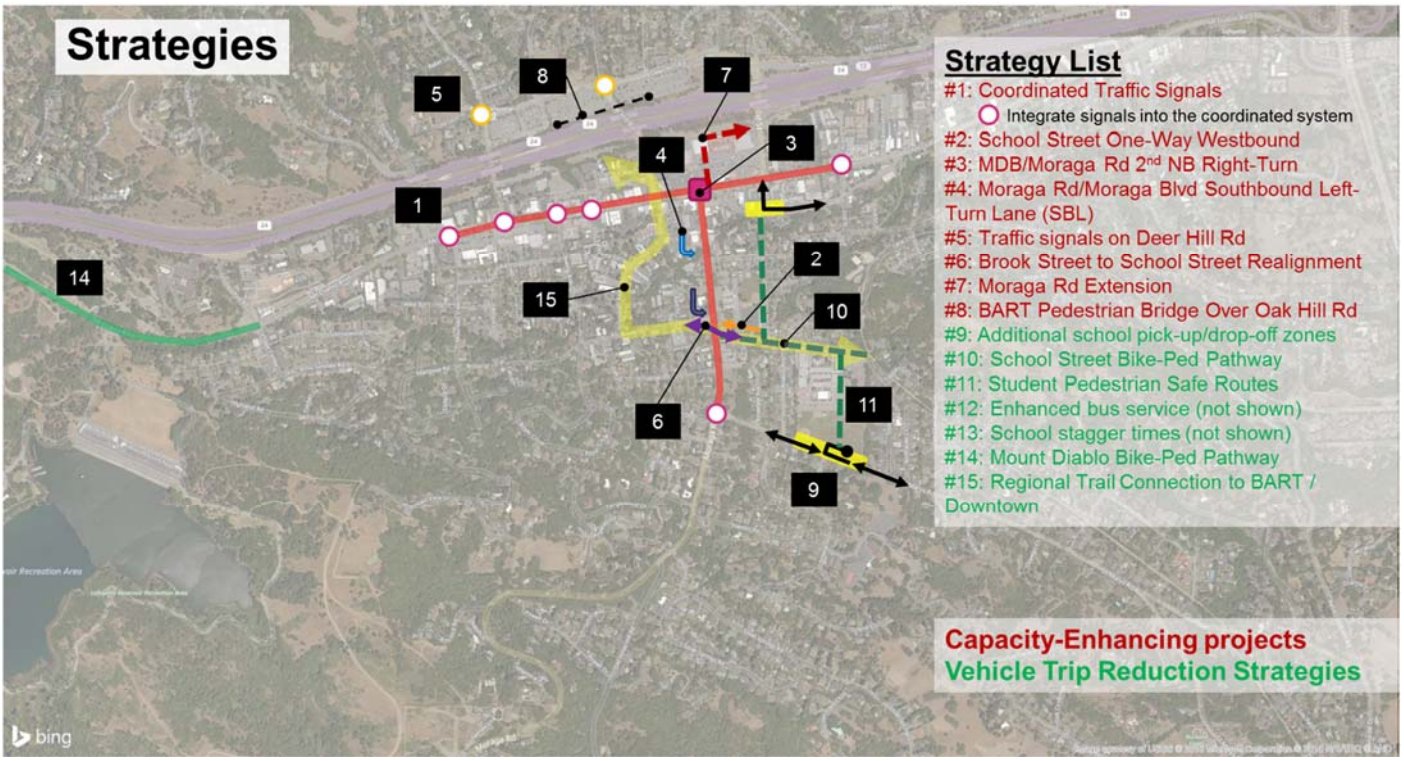
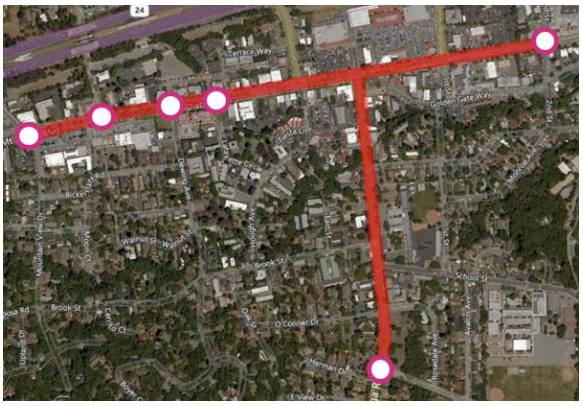
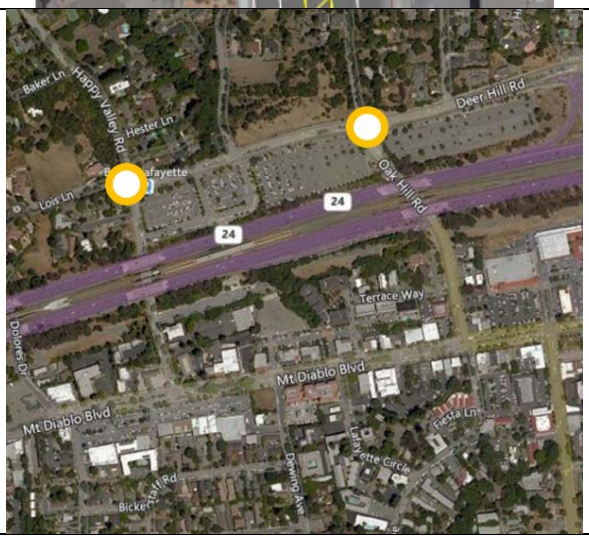


Table 1: Capacity-Enhancing Strategies

Coordinated Traffic Signals Expand the existing coordinated signal system to include the Moraga Road / St Mary's Road intersection and Mount Diablo Boulevard at Lafayette Circle, Dewing Avenue, Happy Valley Road, Dolores Drive/Mountain View Drive and 2nd Street. All of these intersections currently have traffic signals. This project would integrate these signals into the larger coordinated signal system and implement additional monitoring and adaptive signal technology to improve traffic operations and increase capacity.	

School Street One-Way Westbound Convert School Street to one-way westbound travel from 1st Street to Moraga Road. This one-way pattern would improve circulation around the schools and simplify the signal phasing at the School Street / Moraga Road intersection. These changes would increase capacity and improve traffic operations on Moraga Road. This strategy would also integrate with the School Street Bike-Ped Pathway Connection to Trail strategy (below). However, this strategy would likely divert some traffic onto local residential streets. This design could serve as a near-term, temporary solution until the Brook-School St Intersection Realignment (see below) with two-way traffic flow is constructed. Note that this proposed design does not preclude the Brook-School St Intersection Realignment.	
2nd NBR turning lane at Mt Diablo Boulevard and Moraga Road (No North-South Crosswalk at the east leg) Provide a second northbound right-turn from the middle lane at the Moraga Road / Mount Diablo Boulevard intersection and remove the north-south crosswalk on the eastern leg of the intersection. These changes would increase capacity for the critical northbound right-turn, which would reduce queuing and improve traffic operations along Moraga Road. The crosswalk needs to be removed to avoid conflicts between turning drivers and pedestrians. Several alternatives that considered other lane configurations, signal phasing, and crossing options were evaluated but eliminated from consideration during Steering Committee review.	

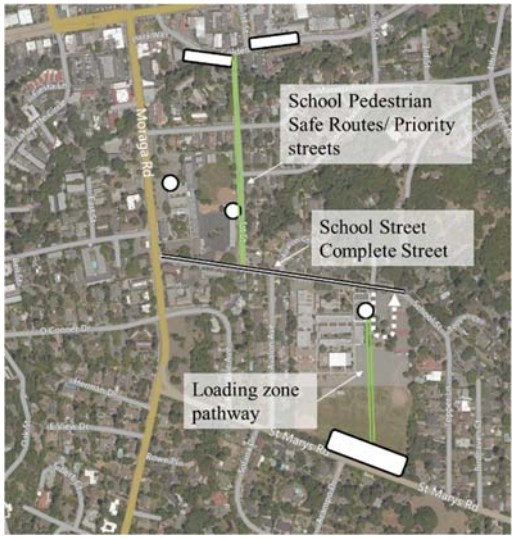
Southbound left-turn lane at Moraga Road and Moraga Boulevard Provide a left-turn lane at the southbound approach of the Moraga Road / Moraga Boulevard intersection, while maintaining two southbound and northbound travel lanes. The turn lane would remove 6-7 on-street parking spaces on the west side of Moraga Road. The turn lane will provide an area for vehicles to line up and not block southbound traffic as they wait to make a left-turn. This will increase capacity and improve traffic operations on Moraga Road.	
Signalize the intersections of Deer Hill Road and Oak Hill Road and Deer Hill Road and Happy Valley Road Traffic signals at these intersections will improve traffic operations and provide an enhanced environment for pedestrians using the crosswalks. Roundabouts were also evaluated but eliminated from consideration because they would not likely provide sufficient traffic capacity.	

Brook St-School St Intersection Realignment Realign Brook and School Streets to create a single intersection at Moraga Road with a southbound left-turn pocket. Consolidating the two intersections at Brook and School Street to one and providing the left-turn pocket improves traffic operations on Moraga Road, Brook Street, and School Street. The Masonic Lodge property would need to be acquired and the building demolished. Also, a few on-street parking spaces on the south side of School Street would need to be removed.	
Moraga Rd Extension Behind McCaulou's/Whole Foods To First St Extend Moraga Road north of Mount Diablo Boulevard through the shopping center, between Safeway and McCaulou's, to connect with 1st Street opposite the State Route 24 eastbound on-ramp. This connector would operate one-way northbound only. This project would provide a direct connection for traffic heading to the freeway, which redistributes traffic from key segments of Mount Diablo Boulevard and 1st Street. This would improve traffic operations through the Downtown "Y". This project is only required in the long-term if population and employment growth exceed certain targets and if the redevelopment of the shopping center presents an opportunity.	

BART Pedestrian Bridge over Oak Hill Road Construct a pedestrian bridge over Oak Hill Road connecting the BART parking lots to the station. A connection to the new path and bridge from Oak Hill Road could also be built to provide another access point to the station. This will reduce potential conflicts between drivers and pedestrians at the existing Deer Hill Road/Oak Hill Road crosswalks and provide a more direct connection to BART for patrons parking at lots east of Oak Hill Road. This could also potentially reduce driver delay at the Deer Hill Road/Oak Hill Road intersection.	

Table 2: Vehicle Trip Reduction Strategies

Additional School Pick-up & Drop-off Zones Introduce two new pick-up and drop-off zones at Golden Gate Way and St Mary's Road. The new zones provide additional options for parents to drop-off children that could divert some vehicle trips from critical segments of Moraga Road.	

School Street Bike-Ped Pathway Connection to Trail The School Street Bike-Ped Pathway Connection to Trail includes a redesign of the street to provide a wide path for pedestrians and cyclists on the north side of the street that connects the Downtown schools and the Lafayette-Moraga Regional Trail. The proposed design would remove some on-street parking. However, parking could be added with a redesign of School Street in front of the Middle School. This proposed design would integrate well with the Brook St-School St Intersection Realignment and the School Street One-Way Westbound strategy (described above).	
Student-Pedestrian Safe Routes Create a seamless pedestrian network with new paths and enhanced facilities on existing streets. This network would include the School Street Bike-Ped Connection to Trail concept, with enhanced safety measures at other key intersections. These Safe Routes provide a seamless network for children and other pedestrians to travel between the schools and the new pick-up and drop-off zones, the Regional Trail, and Moraga Road. These improvements are necessary to support the pick-up and drop-off zones and promote additional walking and cycling around the schools.	
Enhanced School Bus Program Expand the school bus program by increasing the contracted service by four buses and extending the service to Lafayette Elementary.	

Staggered School Times Reduce peak hour demand on Moraga Road by shifting the start time for either Lafayette Elementary or Stanley Middle School. The current proposal would shift the Middle School start time to 9:00 AM. This would shift a significant number of trips during the AM peak hour to a later hour, and thus reduce AM peak hour congestion.	
Mount Diablo Boulevard Bike-Ped Pathway Expansion Reduce travel lanes and widen bicycle and pedestrian facilities between Acalanes Road and Risa Road. Two options are being studied with either one or two westbound travel lanes and one eastbound travel lane.	
Regional Trail Connection to BART/Downtown Improve bicycle and pedestrian facilities and signage between the Lafayette-Moraga Regional Trail and BART and Downtown. This would include the School Street Bike-Ped Connection to Trail, improvements on Brook Street, Hough Avenue, and Lafayette Circle.	

During the web-based survey and the public workshop in May 2017, three additional strategies surfaced that require discussion. Arup has reviewed these additional strategies, which include:

- **Reduce/stop Downtown land development**: reducing or stopping downtown land development is unrealistic in a very tight housing market and could expose the City to a range of risks and potential lawsuits. The City should continue to make strides towards meeting its Regional Housing Needs Allocation (RHNA) as identified by the Association of Bay Area Governments (ABAG) and its housing goals identified in the City's General Plan. Meeting RHNA obligations helps the City qualify for regional and State funding for transportation

projects. Also, the denial of development projects based on subjective criteria has been successfully challenged in other communities.

Arup recommends that "Reducing/stop Downtown land development" not be added to the final strategy list.

- **Pedestrian bridge over Moraga Road**: a pedestrian bridge over Moraga Road near Brook and School Streets and Lafayette Elementary has been suggested. Pedestrian bridges over roadways provide a way for pedestrians to cross high volume streets without conflicting with motor vehicles. At the proposed location on Moraga Road, it would eliminate the need for a signalized crossing and pedestrian "scramble" phase at Brook Street. This would improve vehicular traffic operations along Moraga Road.

  However, building a pedestrian bridge over Moraga Road has several significant drawbacks:

  1. **Large footprint:** the structure required to gain enough vertical clearance (16'6") over Moraga Road would require significant ramping structures to maintain ADA accessibility (< 5% grade). Figure 2 provides a sketch of the overall footprint of a pedestrian bridge spanning Moraga Road at Brook and School Streets.

Figure 2: Moraga Road Pedestrian Bridge

2. **Compatibility with the neighborhood:** a large bridge would be the tallest structure in the mostly residential neighborhood. Most urban design principles stress the need to have street activity and pedestrian activity occur on the street, not in an aerial structure.
3. **Increased walking distance:** the shortest and most direct path to cross Moraga Road would still be at grade. Using the bridge, with its long ramp structures, could add several minutes to a crossing. This would make using the bridge less attractive and could result in pedestrians jaywalking to cross Moraga Road.
4. **Cost:** bridges are expensive and require significant land to build the ramp structures. The estimated cost for this type of infrastructure is in the $5-6 million range.

Arup recommends that pedestrian bridges should not be added to the final strategy list.

- **Pedestrian bridge over Mount Diablo Boulevard:** Arup also investigated a pedestrian bridge at the east leg of the Mount Diablo Boulevard / Moraga Road intersection. One of the strategies, the 2nd Northbound Right-Turn at Mount Diablo Boulevard / Moraga Road, would require the removal of the north-south crosswalk at the intersection's eastern leg. A pedestrian bridge would allow pedestrians to continue crossing at this leg. However, a pedestrian bridge would have several drawbacks similar to the Moraga Road pedestrian bridge idea: 1) footprint – it would require using the park at the southeast corner of the intersection and parking at the northeast corner for ramp structures; 2) a long walking distance; and 3) cost.

  Figure 3 shows the pedestrian bridge over Mount Diablo Boulevard.

Figure 3: Pedestrian Bridge Over Mount Diablo Boulevard

- **Downtown/BART bus and/or shuttles**: City and Arup staff evaluated BART and Downtown shuttles on Moraga Road and Mount Diablo Boulevard as part of the Long List of strategies. For several reasons, these strategies did not make the Short List. There are several reasons why shuttles in Lafayette would be difficult to operate in a cost-effective way:

    1. **There are not likely enough potential riders:** while BART and Downtown are major attractors overall, it is unlikely there are enough people traveling to BART or Downtown that are clustered together in Lafayette and Moraga to locate shuttle routes. Moreover, the recently completed Lamorinda Transit Alternatives Study identified that most Lafayette BART users do not use Moraga Road to travel to the BART station and did not find substantive demand for a shuttle circulator on Mount Diablo Boulevard. The Transit Alternatives study also concluded other transit priorities, such as school busing and senior citizens' transport, rank higher among surveyed community members.

    2. **The service would be expensive:** to make a shuttle service convenient and attractive to residents, the shuttle would need to operate at high frequencies – every 10-15 minutes (4-6 shuttles per hour) at a minimum during peak periods. Operating this number of shuttles on rural and congested roads would require several vehicles, which increase the cost of the operation.

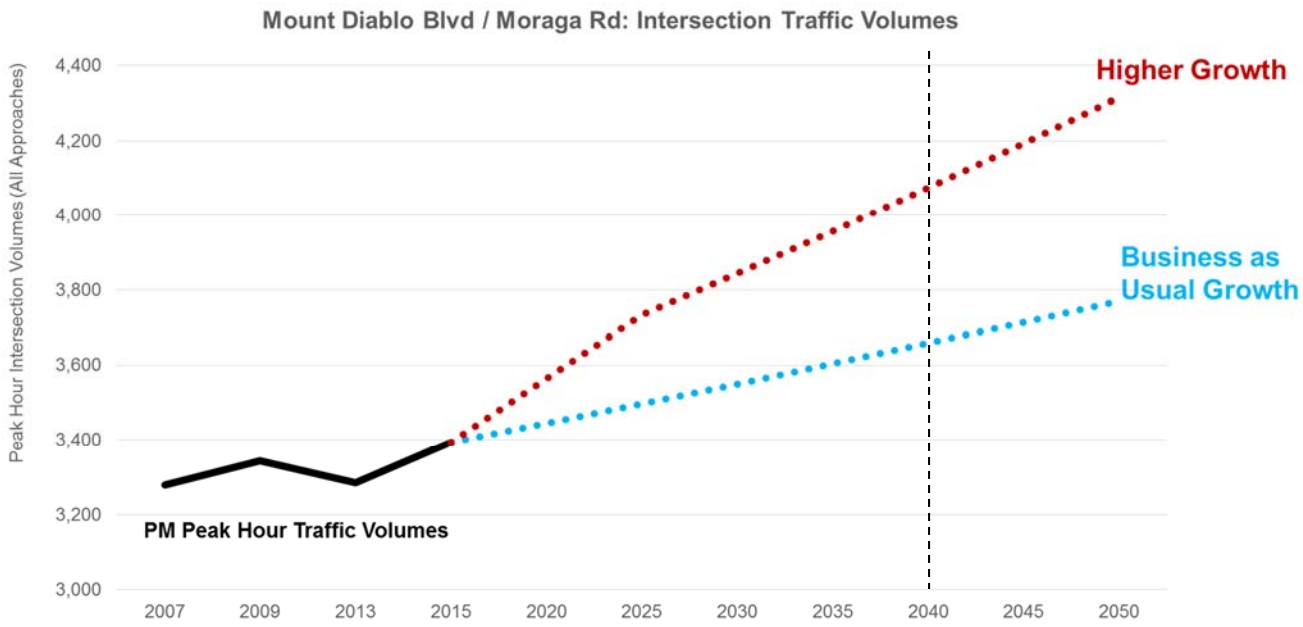
3. **The service would not be cost effective:** for the service to be cost effective and to reduce the subsidy paid by public agencies, you would need to have a considerable number of riders paying a reasonable portion of the operating costs. To keep the service attractive and ridership up, the fares charged to riders would need to be kept low, relative to costs of using other modes. However, that impacts the fiscal feasibility of the service.

Arup recommends that Downtown/BART shuttles should not be added to the final strategy list.

2 Timing of Implementation

We have explored how and when to implement various combinations of strategies. Figure 6 presents two growth forecasts applied to the intersection volumes at the Mount Diablo Boulevard / Moraga Road intersection. This intersection is exemplified because it experiences the most peak hour traffic in Downtown Lafayette. We have used these growth projections throughout the study to analyze future traffic conditions.

Figure 4: Development and Traffic Growth Forecasts



The two growth forecasts are described below:

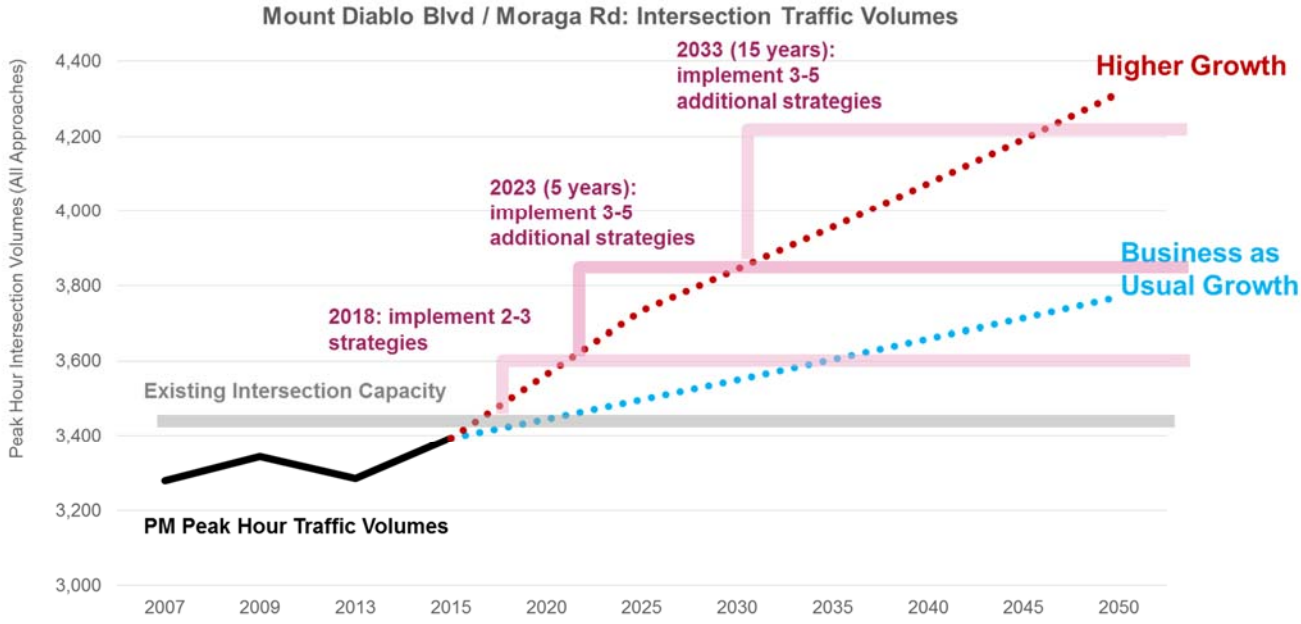
- The "Business as Usual" forecast assumes historical development and traffic volume growth consistent with the existing General Plan and the development scenario approved by the City Council with the Downtown Specific Plan. This growth scenario assumes approximately 8% higher development and traffic by 2040. This represents average annual growth of 0.3%.

- The "Higher Growth" scenario assumes greater development and traffic volume growth that is consistent with development totals from ABAG's Plan Bay Area and the CCTA travel demand model. This growth scenario assumes 20% growth by 2040. This represents average annual growth of nearly 1%.

These two growth scenarios provide a useful high and low target to examine when to implement the proposed strategies over the next 15 to 20 years. It's possible that development patterns and travel behavioral trends will result in future growth somewhere between the two forecast lines.

Figure 7 presents an example of how packages of capacity-enhancing and trip reduction strategies could be implemented to continue to mitigate traffic growth.

Figure 5: Implementation of Strategies



The first horizontal gray line shows the existing intersection capacity at the Mount Diablo Boulevard / Moraga Road intersection. As traffic volumes begin to exceed the capacity, congestion worsens and LOS E/F conditions are reached. With current trends, some combination of strategies will be required as early as 2018 to begin alleviating congestion. This represents the first step increase in capacity, as depicted by the first light red line above the gray line in Figure 7. In five to six years, additional strategies will be required to stay ahead of traffic growth. This is the second step increase in capacity around 2023 depicted in Figure 7. In 15-20 years, several additional strategies will be required, including the Moraga Road extension, to mitigate traffic growth. This is the final step increase in capacity shown in Figure 7.

The trip reduction strategies, coupled with other land use and development policies, will result in slower traffic growth that is closer to the blue line depicted in Figure 7. The traffic analysis indicates

that there are several combinations of strategies that can effectively mitigate traffic growth in Downtown up to and exceeding 20%, which is shown as the Higher Growth forecast in Figure 7.

Additional detail on the growth assumptions is provided in the memorandum *A Framework for a Downtown Congestion Reduction Plan Implementation Strategy – Correlations between Estimated Future Development and Traffic Growth* (Arup, March 23, 2017).

3 Recommended Strategies and Implementation Plan

Table 3 provides a summary of the composite results from the multi-criteria analysis[1]:

Table 3: Multi-Criteria Analysis Summary

Capacity Enhancing Strategies	**Composite Score**	**Ease of Implementation**	**Cost**
New Traffic Signals on Deer Hill Rd	29	2	$500-750k
Brook St-School St Intersection Realignment	27	1	$4-5M
MDB/Moraga Rd 2nd NBR	26	5	$100-200k
Moraga Rd Extension Behind McCaulou's/Whole Foods to First St	26	1	$20-30M
School Street One-Way Westbound	26	3	$100-200k
BART Pedestrian Bridge Over Oak Hill Road	26	1	$6-8M
Moraga Rd/Moraga Blvd SBL lane	24	5	$75-100k
Coordinated Traffic Signals	24	5	$1-1.5M
Vehicle Trip Reduction Strategies	**Composite Score**	**Ease of Implementation**	**Cost**
Regional Trail Connection to BART/Downtown	27	5	$50-100k
Additional School Loading Zones	26	2	$200-400k
Student Pedestrian Safe Routes Priority Streets	26	5	$50-100k
Enhance School Bus Program	25	2	$320k (per year)
Staggered School Times	25	1	Unknown
Mt Diablo Boulevard Bike-Ped Pathway Expansion	22	3	$1-2M
School Street Bike-Ped Connection to Trail	21	3	$500k-1.5M

The multi-criteria analysis considered a range of performance measures, including congestion reduction (weighted 3x the other variables), safety, connectivity, parking, environmental, ease of implementation, cost, and urban design.

[1] *Lafayette Downtown Congestion Study: Multi-Criteria Analysis – Revised Results* (Arup, April 24, 2017)

Memorandum

The second preference survey[2], which was available on the project website (www.lafayettecongestion.com) from April 24th, 2017 until June 1, 2017, asked two main questions:

- Q1: Select up to five (5) strategies that you feel will reduce congestion. The 619 participants submitted 2,718 responses.
- Q2: Given the pros and cons described for each strategy, select up to five (5) projects that you would support the City investing in. The 619 participants submitted 2,597 responses.

Table 4 ranks the strategies based on the responses to these two questions:

Table 4: Preference Survey Results

Question 1

Select up to five (5) strategies that you feel will reduce congestion.	Count	%
1. Coordinated Traffic Signals	464	75%
3. Mount Diablo Blvd/Moraga Rd 2nd Northbound Right-Turn	304	49%
4. Moraga Rd/Moraga Blvd Southbound Left-Turn Lane	226	37%
14. Enhanced School Bus Program	220	36%
8. Additional School Pick-up & Drop-off Zones	216	35%
12. BART Pedestrian Bridge over Oak Hill Rd	170	27%
5. Brook St-School St Intersection Realignment	162	26%
7. Moraga Rd Extension to SR 24 and 1st St Behind McCaulou's/Whole Foods	159	26%
15. Staggered School Times	148	24%
6. Signalize Deer Hill Rd/Oak Hill Rd and Deer Hill Rd/Happy Valley Rd	144	23%
13. Student Pedestrian Safe Routes	136	22%
11. Regional Trail Connection to BART/Downtown	119	19%
9. School Street Bike-Ped Pathway Connection to Trail	109	18%
2. School St One-Way Westbound (1st St to Moraga Rd)	79	13%
10. Mount Diablo Blvd Bike-Ped Pathway Expansion	62	10%

Question 2

Given the pros and cons described for each strategy, select up to 5 projects that you would support the City investing in.	Count	%
1. Coordinated Traffic Signals	451	73%
3. Mount Diablo Blvd/Moraga Rd 2nd Northbound Right-Turn	274	44%
14. Enhanced School Bus Program	223	36%
4. Moraga Rd/Moraga Blvd Southbound Left-Turn Lane	209	34%
8. Additional School Pick-up & Drop-off Zones	207	33%
12. BART Pedestrian Bridge over Oak Hill Rd	156	25%
5. Brook St-School St Intersection Realignment	148	24%
13. Student Pedestrian Safe Routes	143	23%
6. Signalize Deer Hill Rd/Oak Hill Rd and Deer Hill Rd/Happy Valley Rd	141	23%
15. Staggered School Times	138	22%
7. Moraga Rd Extension to SR 24 and 1st St Behind McCaulou's/Whole Foods	128	21%
11. Regional Trail Connection to BART/Downtown	121	20%
9. School Street Bike-Ped Pathway Connection to Trail	119	19%
10. Mount Diablo Blvd Bike-Ped Pathway Expansion	72	12%
2. School St One-Way Westbound (1st St to Moraga Rd)	67	11%

The technical studies, multi-criteria analysis, the preference survey, public feedback, and direction from the Steering Committee has generated critical input for developing a recommended strategy plan and when each strategy should be implemented. The following section describes the recommended

[2] *Lafayette Downtown Congestion Reduction Plan – Public Outreach* (Arup, July 5, 2017)

implementation timing for certain strategies. There are three implementation stages: Short-Term (1-5 years); Medium-Term (5-15 years); Long-Term (15-20+ years). The three time periods have been identified using a range of criteria:

- Short-Term (1-5 Years): these strategies are generally lower cost, can be implemented with minimal right-of-way acquisition and coordination with other regional and state agencies, require only minimal environmental analysis under the California Environmental Quality Act (CEQA), and can be designed and constructed in a five-year time period.
- Medium-Term (5-15 Years): these strategies are higher cost, will require purchasing right-of-way, will require coordination with state agencies such as PG&E and BART, will likely require a higher level of environmental analysis under CEQA, and will require a longer period of time for design and construction.
- Long-Term (15-20+ Years): these strategies are much higher cost, will require significant coordination with regional agencies such as EBMUD and Caltrans, and will require a full Environmental Impact Report (EIR) under CEQA. However, these strategies are only necessary if traffic and development growth approaches the higher growth scenario.

Table 5 presents the recommended implementation sequence of Short-Term, Medium-Term, Long-Term strategies (15-20+ Years), as well as the strategies recommended to be eliminated from consideration.

Table 5: Recommended Strategy Implementation

Strategy	Cost	Reasoning
		Short-Term (1-5 years): Relatively Low Cost Investments to Increase Capacity and Reduce Trip Demand
Coordinated Traffic Signals	$1-1.5M	Extending the coordinated traffic control system to additional signals will provide a small increase in capacity with minimal physical or environmental impacts. It also scored first in the preference survey, by a significant margin. However, it scored last on the multi-criteria assessment and it is an expensive strategy to implement. Despite these drawbacks, this project could qualify for regional and/or federal funds, such as MTC's IDEA grant program.
Moraga Rd/Moraga Blvd Southbound Left-Turn Lane	$75-100k	Providing a dedicated left-turn pocket is a relatively low-cost measure to increase capacity on Moraga Rd. This strategy also scored reasonably high on the preference survey (#3 or #4).
Additional School Pick-up & Drop-off Zones	$200-400k	These formal zones will help divert some school-related traffic from Moraga Rd. These additional zones scored high in the multi-criteria assessment and in the top third of the preference survey.
Student Pedestrian Safe Routes / Priority Streets	$50-100k	These Safe Routes are the key connections from the additional pick-up and drop-off zones to the schools. For the zones to be effective and safe, these additional routes are needed. This strategy scored high in the multi-criteria assessment but in the middle to the bottom third of the survey. However, Arup and City staff still consider this a critical complement to the pick-up/drop-off zones.
Regional Trail Connection to BART/Downtown	$50-100k	This project helps create a cohesive bicycle and pedestrian network across Downtown, to reach key destinations such as BART and nearby commercial establishments. It also helps tie together the Safe Routes and the other school-related projects. It scored high in the multi-criteria analysis and it is relatively low-cost. However, it did score in the bottom third of the survey.
		Medium-Term (5-15 Years): Larger Investments
Brook St-School St Intersection Realignment	$4-5M	This strategy enhances traffic capacity and helps provide a better east-west bicycle connection across Moraga Rd. It scored high in the multi-criteria assessment, but in the middle of the pack in the survey. There are still concerns that this strategy would encourage cut-through traffic on Brook St. However, the congestion relief associated with the Short and Medium-Term strategies should improve conditions along Moraga Road to the point that it would reduce the attractiveness of using Brook St as a cut-through route. But additional traffic calming measures on Brook St could be explored. This strategy will likely take at least five years to implement.
Signalize Deer Hill Rd/Oak Hill Rd and Deer Hill Rd/Happy Valley Rd	$500-750k	These traffic signals provide additional capacity and pedestrian safety benefits. These signals scored high in the multi-criteria assessment, they have a relatively modest financial cost, and they can be constructed without significant physical impacts. However, they did score low in the survey.
School Street Bike-Ped Pathway Connection to Trail	$500k-1.5M	This project is also a critical complement to the pick-up/drop-off zones and the Student Pedestrian Safe Routes, as it forms a key connection between the two Downtown schools and the Lafayette-Moraga Regional Trail. With the Brook St-School St Realignment project, it also provides a direct and safe pedestrian and bicycle connection to the west side of Moraga Rd. The proposed design removes 9 on-street parking spaces. However, the public spaces are all on the south side of the street and impact spaces only near two houses; there is also excess on-street parking capacity on Avalon Ave. This strategy does score low in both the multi-criteria analysis (last) and in the bottom third of the survey. This strategy will likely take additional design and outreach with the neighbors prior to implementation.
Enhanced School Bus Program	$320k (per year)	Providing additional school buses at Stanley Middle School and new service at Lafayette Elementary will reduce school-related trips during peak times. This strategy scored reasonably high in the multi-criteria assessment and near the top in the preference survey. It is relatively expensive to implement, at approximately $320,000 per year to the current contractor operating the school buses. This program will likely take additional time to identify and acquire funds.
		Long-Term (15-20+ Years): Long-Term Projects to Consider if Needed
BART Pedestrian Bridge over Oak Hill Rd	$6-8M	This project will provide a more direct connection between the BART parking lots. It will also divert some pedestrians from the Oak Hill Rd/Deer Hill Rd intersection, which will provide a modest operational and safety benefit. However, the project is very expensive and will require a long time to design, fund, and construct.
Moraga Rd Extension to SR 24 and 1st St Behind McCaulou's/Whole Foods	$20-30M	This project is only required if the City experiences traffic growth at the "higher 20% growth" forecast shown in the earlier section. To achieve this growth, sites such as McCaulou's/Whole Foods would need to redevelop. If this redevelopment occurs, the connection from Moraga Rd to SR 24 and 1st St should be constructed as part of the site plan. This roadway will provide a direct connection and was shown to be the most effective at improving queuing along Moraga Rd.
		Eliminated from Consideration
Mount Diablo Blvd/Moraga Rd 2nd Northbound Right-Turn	$100-200k	While this strategy scored high in the multi-criteria assessment and the survey, it would require the removal of the north-south crosswalk on the east leg of the intersection. Arup and City staff have considered that this is too significant of an impact on pedestrian circulation. This strategy would also contradict established City policies promoting pedestrian mobility and Complete Streets principles, especially in the downtown core.
Staggered School Times	Unknown	This strategy would require a significant amount of coordination with the School District to understand the costs and impact on school operations. District feedback appears to indicate that this is an infeasible proposal. Because of this uncertainty, we have left it off the recommended list.
School St One-Way Westbound (1st St to Moraga Rd)	$100-200k	This strategy scored at the bottom of the survey and in the middle of the multi-criteria assessment. It generated a significant amount of public opposition at the workshop and in the survey comments.
Mount Diablo Blvd Bike-Ped Pathway Expansion	$1-2M	This strategy scored at the bottom of the survey and the multi-criteria assessment. It generated a significant amount of public opposition at the workshop and in the survey comments.

Short-Term (1-5 Years) Summary:

These strategies should be implemented as early as possible to address existing congestion, when funding opportunities arise. The rationale supporting the Short-Term strategies is that these can be implemented very quickly and in conjunction with proposed school campus redesigns funded by the recent school district bond measure. Each of the recommended in Short-Term strategies would involve varying degrees of modifications to physical infrastructure. To complement these strategies, it will also be important to continue regular monitoring of traffic conditions on Moraga Road and Mount Diablo Boulevard to track growth trends in traffic volumes and speed. If conditions degrade quickly, then some projects from the Medium-Term list could be advanced, such as the Enhanced School Bus program.

Medium-Term (5-15 Years) Summary:

Depending on the rate of traffic and development growth (see Figure 7), the Medium-Term strategies will be required in five to fifteen years. Under the "Higher Growth" scenario, these projects will be required sooner, while the "Business as Usual" scenario suggests these projects could be spread out over time. The rationale supporting the Medium-Term strategies is that these will require additional time and cost to implement. Both the Brook St-School St and Enhanced School Bus Program will provide measurable congestion reduction benefits. The School Street Bike-Ped Pathway strategy will help improve the City's bicycle network and aid congestion reduction by encouraging more non-motorized trips.

Long-Term (15-20+ Years) Summary:

Depending on the rate of traffic growth (see Figure 7), the Long-Term strategies may be needed in approximately fifteen years under the "Higher Growth" scenario. However, these strategies might not be required at all if growth under the Business as Usual scenario occurs or other long-term factors put downward pressure on demand for vehicle use. Drive alone mode share and auto ownership per household continue to trend down locally in Lafayette and the Bay Area overall, while bicycle usage and ridesharing (carpooling and Uber/Lyft) are increasing. In the future, autonomous vehicles could allow for an increase in road capacity and promote low cost shared trips, which could reduce congestion.

Eliminated from Consideration Summary:

The Staggered School Times is a strategy that the City and the School District could continue to discuss to better understand the operational and cost implications. If congestion continues to worsen, this strategy could be reevaluated.

The 2nd Northbound Right-Turn is probably the most challenging strategy to assess. It provides the most congestion reduction benefit at a relatively low cost. However, to maximize congestion reduction at this location, the strategy can only be implemented by removing the north-south crosswalk at the east leg of the intersection. Removing this crosswalk would have a significant effect on pedestrian circulation and runs counter to best practices in urban transportation planning and several City policies. Pedestrian bridges over Mount Diablo Boulevard at this location are not recommended for the same reasons discussed previously for the location on Moraga Road. The size, cost, visual impacts, and the

circuitous pedestrian path over the bridge make a pedestrian bridge impractical, except between BART parking lots parallel to an existing freeway overpass.

4 Funding Implementation

Since Lafayette relies primarily on regional, State, and federal grant funds to implement approved transportation programs and projects, implementation timing is often reliant on sufficient funding availability. In many cases, the agency administering grant funds differs from the agency actually sourcing the grant funding. For example, One Bay Area (OBAG) grant funds include federal dollars that are appropriated to states and then regional planning agencies, the latter of which administer said funds based on legislative authority. In that case, the Metropolitan Transportation Commission (MTC) maintains authority to allocate federal funds appropriated to the Bay Area region via the State. State-administered grant programs are typically competitive across the state. Regionally-administered grant programs are usually competitive – with some exceptions for formula programs - across the Bay Area, within Contra Costa County, or even within the Lamorinda and Tri-Valley sub-regions.

Additionally, virtually all grant funding programs require some form of matching or in-kind funding contribution from the project sponsor, i.e., the agency implementing the project or program. There is also variation in the frequency and dollar amounts among transportation grant funding programs. Some programs reliably request calls for projects on an annual basis whereas others become available only if sufficient funds can be derived from their designated sources in order to garner competitive applications. To exemplify this, the Contra Costa Transportation Authority (CCTA) administers the ½-cent countywide transportation sales tax, called Measure J. And, since Measure J took effect in 2009, CCTA has periodically packaged accrued sales tax revenues into defined grant programs, which is then made available for transportation projects through a mix of competitive grant and formula-based programs.

Generally, transportation funding availability also assumes relatively consistent legislative support to either continue, expand, or in some cases contract or even eliminate said programs. Several grant funding programs could be considered for future implementation of recommended congestion reduction strategies. However, for reasons described above, the frequency and dollar amount of available grant funding cannot be forecasted with certainty. Only a select few programs have observed consistency in advertising calls for projects on an annual basis. These include the statewide Active Transportation Program (ATP) and the regional Transportation Development Act (TDA) program. Others programs, such as the Statewide Transportation Improvement Program (STIP) and Measure J sales tax programs, typically only become available on a periodic basis. Although, Lafayette may also consider pursuing anticipated new funding programs, like those derived from the recently passed Senate Bill 1 (SB 1), which raised the statewide fuel tax.

5 Next Steps

These recommendations are intended as a proposal for the Steering Committee to review and modify at their discretion. The list of strategies and the implementation lists will be presented and discussed at the Steering Committee meeting on August 15, 2017. The goal of the meeting is to reach a consensus on the list and forward recommendations to the City Council.