

WE'RE ON OUR WAY - MOVE SAN JOSÉ

Our Approach

Rather than a traditional citywide plan, Move San José is underpinned by a decision-support system that uses data to understand changing conditions, helps decision-makers select the best strategies and projects to address deficiencies, and tracks performance toward the City's ambitious goals. Different combinations of strategies can be evaluated to understand their effectiveness in advancing the goals.

This Plan is not just a long list of projects and programs. Move San José took a comprehensive look into the way DOT works today and made recommendations for improvements. It also created a model for community driven decision-making through our outreach and engagement with both the public and key agency stakeholders. The Plan developed a new way of prioritizing transportation investment that identifies and measures the needs of our community, especially our most vulnerable neighbors. We've created a new tool and process that can learn over time; evaluating a wide range of potential futures with less time than traditional planning tools. This kind of nimble and data-driven decision making will enable San José to realize our vision.

The Plan included four concurrent workstreams: **Outreach & Engagement; Strategies, Decision Support System, and Organizational Development.**



2. Define our goals and how we are going to track progress on them

1. Identify goals from other plans and review with the community

2. Develop our long list of potential strategies

3. Refine our strategy list based on outreach and how effective they are in achieving our goals

4. Calculate our KPIs and identify how areas in the city are performing and where we need to improve the most

5. Estimate the outcome that strategies and projects have on our KPIs and goals

6. Package recommendations for the City and for each City Council District based on outreach and KPI performance

7. Implement!

EQUITABLE OUTCOMES

What is Equity? The just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Source: PolicyLink

A key Goal of Move San José is Access for All:



Increase transportation education, affordability, options and use of driving alternatives, especially in historically underserved communities and for people with limited mobility.

Planners, engineers, operations and maintenance workers exercise influence over the built environment in our City. How we use that influence impacts many millions of lives for decades to come. We understand that the responsibility falls on us to make sure our delivery of transportation services supports and enables equitable outcomes and addresses past harm and injustice.

To understand the gaps of historically underserved community, Move San José embraced **equity process** and **equity outcomes**. For equity outcomes, we utilized the Metropolitan Transportation Commission's Equity Priority Communities (EPC) designation* to compare how such communities are served versus the City or District writ large. See Districts Needs Assessment.

With approval of the Access & Mobility Plan, the San José DOT commits to **define** equity specifically for transportation, **audit** how equity shapes all our work, and **incorporate equity as an ongoing practice into everything that we do**.

We commit to continue to partner with communities to build a racially equitable and socially just transportation system.

Through delivery of transportation services, we prioritize communities who have been denied access and suffered past institutional or structural discrimination. As we make investment decisions, we commit to ask these questions:

- Does the location or design of the project make it likely that certain demographic groups will have greater access to the project and accrue more of its benefits?
- Does the project disproportionately burden one demographic group over another?
- Does the project align with and support community priorities?
- Does the project have accountability to the community to ensure equitable benefit?
- Can the project help reconcile a legacy of historical inequities?

Equality Versus Equity

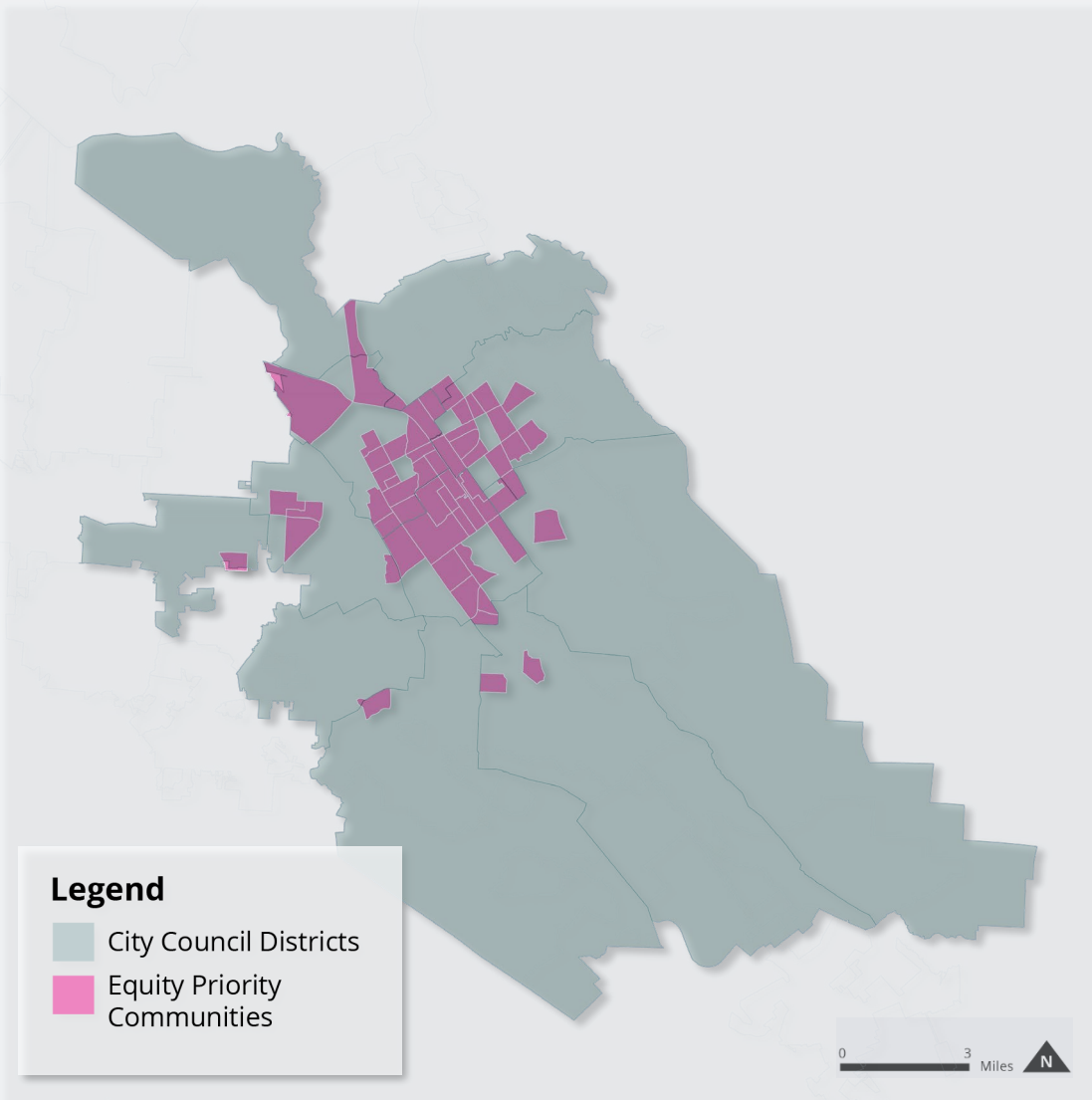
Equality means each individual or group of people is given the same resources or opportunities. Equity recognizes that each person has different circumstances and allocates the resources and opportunities needed to reach a more equal outcome.

Source: <https://onlinepublichealth.gwu.edu/resources/equity-vs-equality/>

Benefits of Centering Equity: The Curb-Cut Effect

The curb-cut effect suggests that making the outcomes of our work serve disadvantaged communities will lead to more inclusive changes in our culture overall. When curb-cuts were mandated as part of the Americans with Disabilities Act, they not only greatly expanded accessibility for people with disabilities, but for parents with strollers or travelers with bags. We want to apply the curb-cut effect to our practice to serve the needs of everyone.

DEFINING INEQUITIES



Equity Priority Communities per Metropolitan Transportation Commission*

*MTC Equity Priority Communities <https://mtc.ca.gov/planning/transportation/access-equity-mobility/equity-priority-communities>

Equity Priority Communities (EPC) are defined geographically by the Metropolitan Transportation Commission (MTC) as “areas that have a significant concentration of underserved populations, such as households with low incomes and people of color.” A combination of additional factors help define these areas, including people with a disability, limited English proficiency, seniors 75 years and older, zero-vehicle households,, etc.

These geographic areas served as our equity lens for Move San José’s key performance indicators. We have included a number of equity focused KPIs including access to jobs, transit access discrepancy, housing and transportation cost as a % of household income, among others. Performance of the KPIs was compared by city average and EPC average to identify disparities between City Council Districts as a whole and the EPCs within them.

While the MTC’s definition of EPCs is **geographic-based**, we are also concerned about vulnerable populations no matter where they live or where they are traveling to. Other definitions of transportation inequity that the City of San José is committed to addressing are those populations most at risk for severe or fatal traffic injuries.

Populations at Risk for Severe or Fatal Traffic Injuries

Vulnerable Populations

Populations at-risk for severe or fatal traffic injuries include older adults, youth, homeless or marginally housed residents, low-income people, people of color, non-English speaking people, immigrants, and people with disabilities.

Pedestrians, Wheelchair Users, Cyclists

Those traveling by foot, wheelchair, or bike are more likely to experience severe or fatal injuries when involved with a traffic collision due in part to transportation system design and historic prioritization of vehicle speed over safety.

STRATEGIES TO MEET OUR GOALS

With these **Goals** guiding the work, a comprehensive list of potential strategies was crafted, pulling from peer cities, industry best practices, and existing plans.

400+ Potential Strategies

Over 400 strategies were identified by the public, transportation professionals, and identified in plans from around the country. The strategies range from programs, to policies, to infrastructure, and service improvements

26 Strategies to Meet our Goals

In order to focus our analysis on strategies that had the greatest potential to meet our goals, a comprehensive survey of the strategies was shared with leading industry professionals and City staff to evaluate each strategy's ability to deliver on our goals (i.e. less driving) and the feasibility of implementing it. Respondents of the survey also scored each strategy for its equity impacts (either positive or negative).

The consultant team identified a list of 26 highly effective and feasible strategies for further evaluation. Each of these strategies was evaluated for its ability to reduce VMT and was ranked based on this determined effectiveness. Strategies were also correlated to the KPIs for each goal area to identify which strategies would help to achieve which KPIs.

Needs Assessment

Next, the Needs Assessment identified in this report determined the performance of each City Council District in San José based on the KPIs and Goals. An equity analysis was conducted by comparing the performance of the KPIs for areas in each City Council District that are classified as Equity Priority Communities by the Metropolitan Transportation Commission (MTC). This identified transportation discrepancies in our KPIs between neighborhoods that have traditionally been underserved. Other equity indicators, like race, income, disability status, etc. were analyzed for each District.

Final Recommendation

Finally, the selected strategies were recommended based on where the District can improve on our Goal Areas. For example, if a District had a lower score for Connected Neighborhoods, new or improved transit service can be recommended. This, in combination, with what would be considered effective through our community outreach, formed the final recommendation for each District.

HOW OUTREACH SHAPED OUR STRATEGIES

400+ Potential Strategies

Public outreach in Spanish, Vietnamese, and English was used for an initial brainstorming of the types of strategies that the plan should consider. During the initial workshop series, conversations in breakout rooms asked for feedback around what kinds of strategies participants felt would be impactful to the Goals. We also solicited feedback for strategies from our multiagency steering committee of other City departments and partner agencies Santa Clara Valley Transportation Authority (VTA) and MTC.



26 Strategies to Meet Our Goals

Once we analyzed our strategies for feasibility and their ability to reduce drive-alone trips, we asked for public feedback on how the strategies should be refined and described through 12 focus groups in both English and Spanish. Focus groups were composed of a representative sampling of San José residents based on race/ethnicity, gender, age, income, primary mode of transportation, and neighborhood of residence. We also refined our strategies with our CBO partners, including a detailed review of the strategy description language to ensure we were highlighting the relevance of our Move San José strategies for people with disabilities in San José.

Thảo luận nhóm: Chiến lược
Làm thế nào chúng ta có thể đạt được các Mục tiêu này?

Tram Tran: tap trung đi xe bus se do ket xe, đi xe dap den tram xe bus., tram xe bus can co ghe an toan va mai che cho nguoi cho xe bus va co them charge dien thoại. can co den sang. Tai Nguyen: de nghi ve gia ve nen giam vua du cho moi nguoi. co bien phap nao de giam tien go on on cua nhieu loai xe, lam phian den nhieu nguoi.

Mục tiêu kế hoạch truy cập & đi động

- Đảm bảo rằng tất cả mọi người đều có thể tiếp cận và sử dụng các phương tiện giao thông.
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De nghi tang them tuyen xe bus.
Phuong: co cach nao de giup cho nhung nguoi gia muon đi xe bus ma khong biet noi tieng anh.
Tai Nguyen: de nghi ve phuong an de khuyen khich moi nguoi đi carpool. San Jose nen co app de giup do cho nguoi muon đi carpool.
Nhan Le: de nghi co them uu dai cho low-income va nguoi cao nien. Trong mua dich binh, su dung xe ca nhan nhieu hon đi xe cong cong de an toan tranh lay nhien virus, dac biet la nhugn nguoi cao nien.

Needs Assessment and Final Recommendation

With our strategies identified and the descriptions refined, we then asked for feedback to identify which strategies should be prioritized as a part of this planning process. Through our user personas, community/neighborhood meetings, and online engagement through movesanJosé.org, we identified which strategies were most important to residents and which ones would have the most impact to their quality of life and give them more transportation options.

¿Cómo podemos lograr estos objetivos?

Reducir precios en general

Membresia para el bus para una tarifa nuestro transporte. Mejore la equidad de transporte, en especial niños. A mi hija le sale bien en el bus para cobrar un cent, que bajen precio para conectar con gasolina. -Maria Haro.

Maria Z. modifica rutas y uno tiene que tener dos buses para llegar al mismo lugar.

Maria Zamarriga: Mas rutas, VTA elimina rutas y hay mucho tiempo de espera.

mas puntos cercanos para acceder al transporte publico.

Fabiola Correa. Tomo dos buses y pago mas que mi y mis hijos. bajar precios.

Marie Mejia. Empezar las rutas mas temprano. Yo entro a las cam y no hay buses ni nada.

Metas	Descripción
Menos conducir	Tener más opciones para que los viajes se puedan realizar sin conducir
Acceso para todos	Aumentar la asequibilidad del transporte, las opciones y el uso de alternativas en comunidades históricamente desatendidas
Felicidad de transporte	Haga que el transporte sea agradable, fácil y atractivo
Seguridad de transporte	Realizar mejoras en el sistema para andar a pie, en bicicleta, y transporte público para apoyar la Vision Zero, priorizando primero a las poblaciones más vulnerables
Limpieza del aire	Reducir la contaminación del aire de los automóviles y camiones

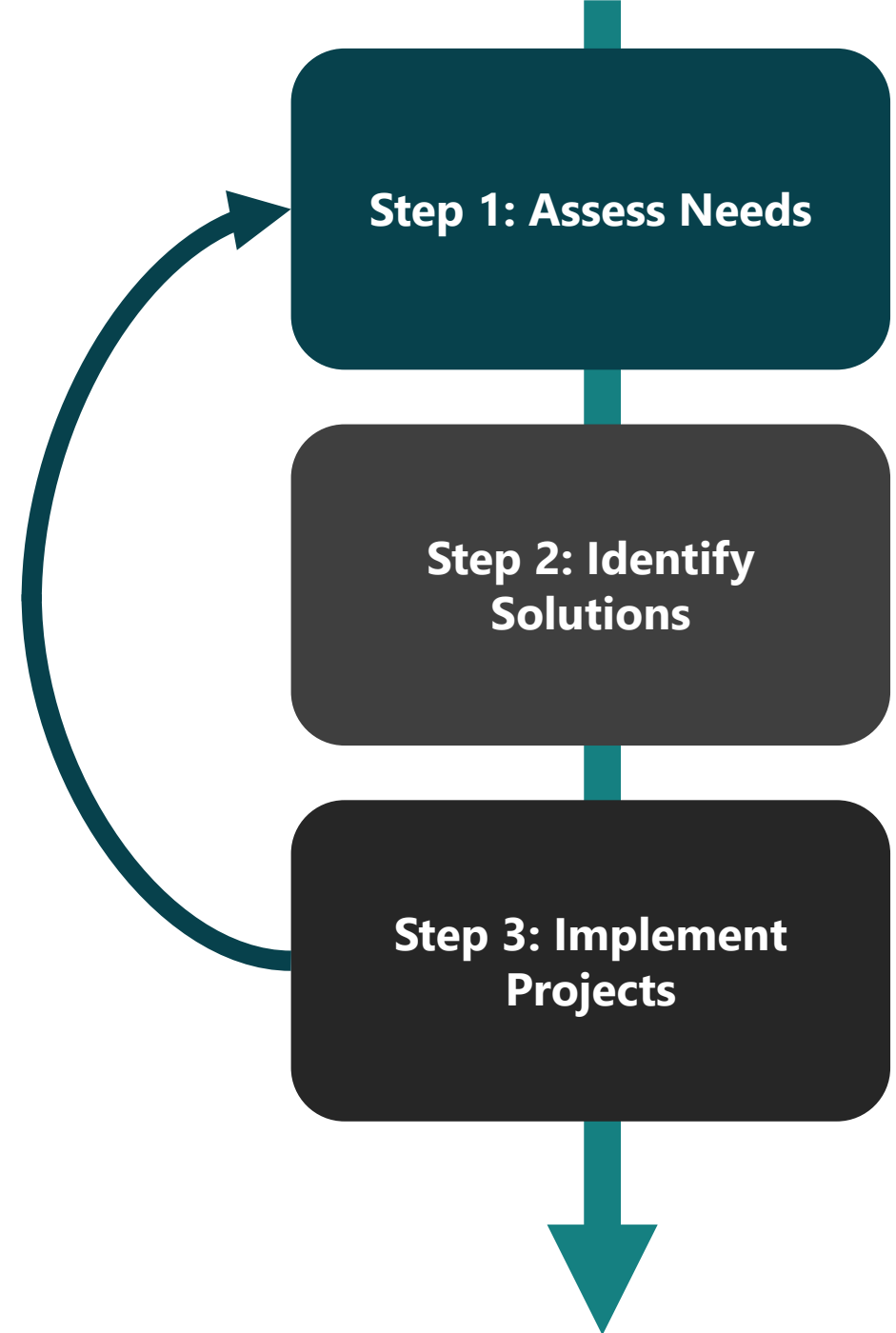
IMPROVED DECISION MAKING

The Decision Support System (DSS) serves as a new tool to help understand how we are doing and prioritize investment. Analogous to the way medical professionals consider information from different sources to diagnose the problem and recommend treatment, the DSS provides planners with improved data and analysis to develop the best solutions.

For example, consider a situation where the City has a limited budget to make street improvements along a major corridor in San José. The Decision Support System enables staff to more quickly and accurately diagnose issues, test options, and prioritize what projects to build. The DSS can also help communicate to residents and officials why the specific projects have been recommended. The DSS can then be used track progress toward implementation and assess the benefits of the after the projects are complete.

The DSS serves as a tool, in addition to traditional methods such as public consultation, site visits and studies to help prioritize investment and make an informed decision on how limited resources should be spent and where.

The DSS streamlines our analysis process, performance monitoring, evaluation, and solution process; complementing out traditional analytical process. All this in addition to



IMPROVED DECISION MAKING

This Plan is groundbreaking, not only for its ambition and the scope of strategies considered, but the fact that it is leveraging new innovations in data science and technology to help us evaluate and prioritize strategies. With these digital tools, we are creating a new evaluation process that evolves with the Plan over time. By investing in new data and defining workflows to draw meaning from the data, we have created a system that can identify the most pressing transportation needs in San José and can project the outcomes of the projects we currently have planned, and the new strategies considered in this plan.

We will combine this data-driven approach with ongoing, inclusive public outreach to help us make impactful decisions about which projects to work on over the next 5 to 10 years. This system is called the Decision Support System (DSS), and it is a digital platform that hosts and combines a large variety of quantitative and spatially visualized citywide datasets related to mobility, land use, performance, demographics, economics and equity. In addition, the DSS includes currently planned City projects and offers a visualization and reporting framework to draw meaning of these datasets by evaluating KPIs assigned to San José's AMP goals.

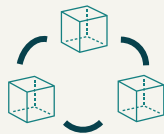
The DSS is structured around three core modules that track planned projects, monitor performance of our KPIs, and project outcomes of project or strategy implementation to guide our decision-making.



**Tracking
Projects**



**Monitoring
Performance**



**Projecting
Outcomes**

Step 1: Assess Needs

- Community Feedback and Outreach
- Surveys
- Public Workshops
- Data Collection*
- KPI Performance*
- AMP Goal Performance*
- Performance disparity between City and EPCs*

Step 2: Identify Solutions

- Community Feedback and Outreach
- User Personas
- Public Workshops
- On-site investigations
- Public Agency Coordination
- Predicted outcomes of projects and strategies*
- Cost information*

Step 3: Implement Projects

- Public Information Campaign
- Local coordination and communication
- Public Agency Coordination
- Projects database*
- Timeline*
- Cost*
- Project post-implementation evaluation*

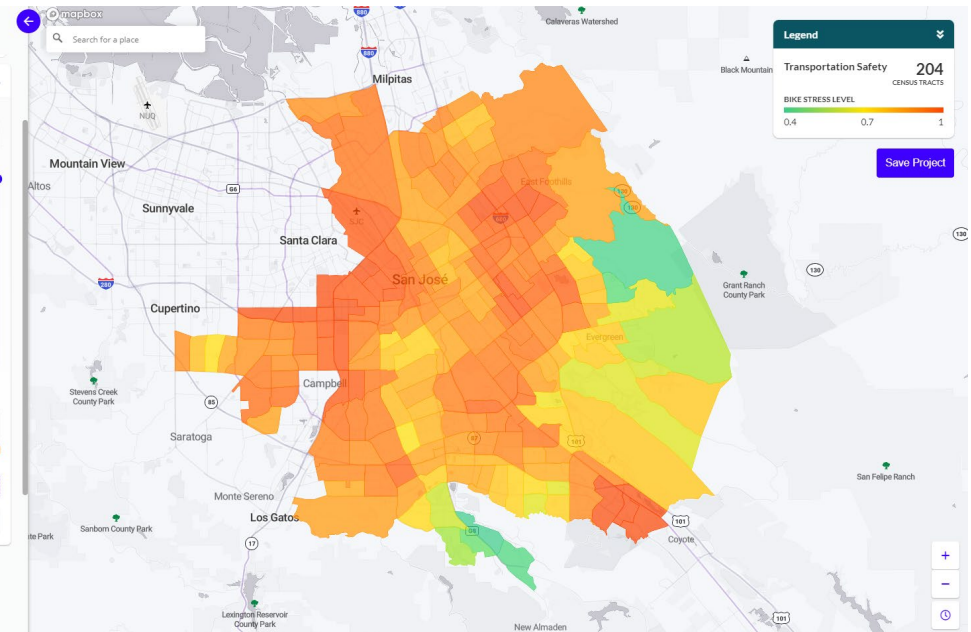
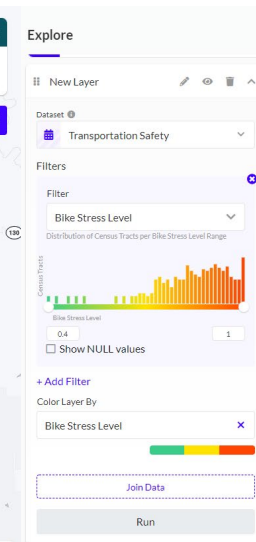
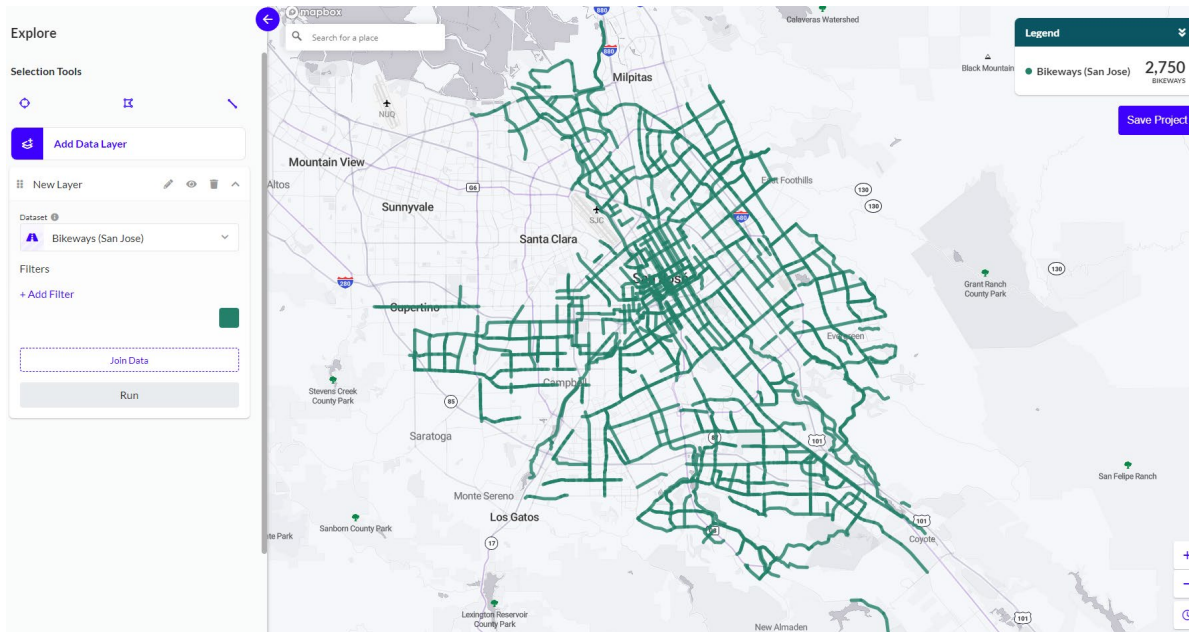
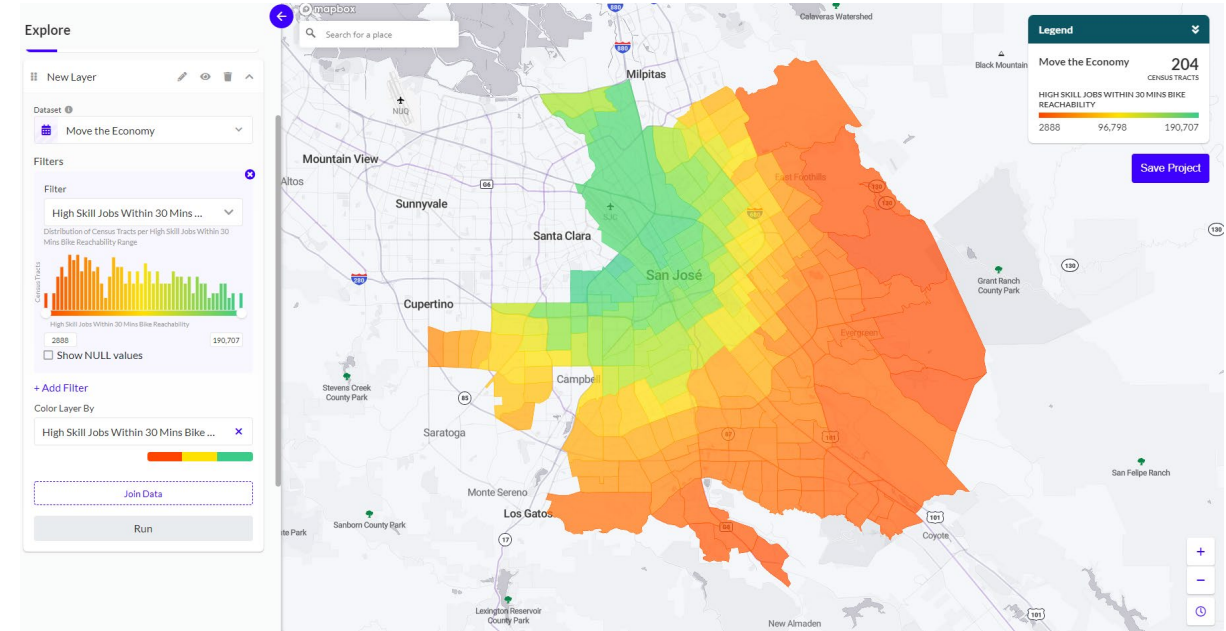
*The DSS optimizes these tasks

IMPROVED DECISION MAKING

The images here are the KPI values for bike stress, the number of jobs that are accessible within 30-minute bike ride, and the existing bike lanes in San José within our Performance Monitor.

We can see here that there are generally a high number of jobs that are accessible within a 30-minute bike ride near downtown and the northwest side of San José. When we compare this where the bike stress is highest, we can see that generally where there are a lot of jobs accessible by bike there are also high bike stress values meaning that although people can realistically commute by bike to these jobs, they won't feel safe doing so.

By comparing the existing bike lanes with where the bike stress and jobs accessibility is highest, we can prioritize these projects to help people take more sustainable trips to get to work.



A NIMBLE CITY GOVERNMENT – ORGANIZATIONAL REVIEW

The transportation sector is experiencing more pressure and expectations than ever before. The events of 2020 demonstrated the need for an adaptive and resilient city government. The Black Lives Matter movement and racial justice protests of 2020 further illuminated the need to address structural racism in the built environment, including the role that transportation infrastructure plays in exacerbating social inequities. Additionally, California's wildfires and drought highlight the urgency of the climate emergency and requires agencies like San José's DOT to act quickly and nimbly to plan and build a city that is resilient to a changing climate. The COVID-19 pandemic also proved who is most reliant on non-auto travel. According to the Transit Center, 36% of total transit commuters in the United States are essential workers.

To prepare the City to successfully implement the Access and Mobility Plan and to help DOT evolve into a more adaptive and proactive organization, the Department undertook an independent organizational assessment. The assessment identifies structural, procedural, or cultural challenges that may limit our ability to deliver on its ambitious goals from this Plan. A series of 40 interviews were conducted, structured by an organizational effectiveness framework that has been used globally, to inform the findings and provide recommendations to align the organization with a structure to more effectively deliver the Access and Mobility Plan.