

**PROFESSIONAL SERVICES AGREEMENT
(Not Construction Related)**

Development of Vision Zero Plan and Safety Action Plan (RFP 24-09)
with Stanley Consultants, Inc

This Professional Services Agreement ("Agreement") is entered into and effective between CITY OF GLENDALE, an Arizona municipal corporation ("City") and Stanley Consultants, Inc., an Iowa Corporation, authorized to do business in the State of Arizona, ("Consultant") as of the ____ day of _____, 2025 ("Effective Date").

RECITALS

- A. City intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in **Exhibit A**, Project Scope of Work ("Scope");
- B. City desires to retain the professional services of Consultant to perform certain specific duties and produce the specific work as set forth in the attached **Exhibit A**, Project Scope of Work ("Scope");
- C. Consultant desires to provide City with professional services ("Services") consistent with best consulting or architectural practices and the standards set forth in this Agreement, in order to complete the Project; and
- D. City and Consultant desire to memorialize their agreement with this document.

AGREEMENT

The parties hereby agree as follows:

1. Key Personnel; Other Consultants and Subcontractors.

- 1.1 Professional Services. Consultant will provide all Services necessary to assure the Project is completed timely and efficiently consistent within Project requirements, including, but not limited to, working in close interaction and interfacing with City and its designated employees, and working closely with others, including other consultants or contractors, retained by City.
- 1.2 Project Team.
 - a. Project Manager.
 - (1) Consultant will designate an employee as Project Manager with sufficient training, knowledge, and experience to, in the City's opinion, complete the project and handle all aspects of the Project such that the work produced by Consultant is consistent with applicable standards as detailed in this Agreement; and
 - (2) The City must approve the designated Project Manager.
 - b. Project Team.
 - (1) The Project Manager and all other employees assigned to the Project by Consultant will comprise the "Project Team."
 - (2) Project Manager will have responsibility for and will supervise all other employees assigned to the Project by Consultant.
 - c. Discharge, Reassign, Replacement.
 - (1) Consultant acknowledges the Project Team is comprised of the same persons and roles for each as may have been identified in **Exhibit A**.
 - (2) Consultant will not discharge, reassign, replace or diminish the responsibilities of any of the employees assigned to the Project who have been approved by City without City's prior written consent unless that person leaves the employment of Consultant, in which event the substitute must first be approved in writing by City.

(3) Consultant will change any of the members of the Project Team at the City's request if an employee's performance does not equal or exceed the level of competence that the City may reasonably expect of a person performing those duties, or if the acts or omissions of that person are detrimental to the development of the Project.

d. Subcontractors. Consultant shall not engage any subcontractor for the work or services to be performed under this Agreement.

2. **Schedule.** The Services will be undertaken in a manner that ensures the Project is completed timely and efficiently in accordance with the Project.

3. **Consultant's Work.**

3.1 Standard. Consultant must perform Services in accordance with the standards of due diligence, care, and quality prevailing among consultants having substantial experience with the successful furnishing of Services for projects that are equivalent in size, scope, quality, and other criteria under the Project and identified in this Agreement.

3.2 Licensing. Consultant warrants that:

a. Consultant currently holds all appropriate and required licenses, registrations and other approvals necessary for the lawful furnishing of Services ("Approvals"); and

b. Neither Consultant nor any Subconsultant has been debarred or otherwise legally excluded from contracting with any federal, state, or local governmental entity ("Debarment").

(1) City is under no obligation to ascertain or confirm the existence or issuance of any Approvals or Debarments, or to examine Consultant's contracting ability.

(2) Consultant must notify City immediately if any Approvals or Debarment changes during the Agreement's duration. The failure of the Consultant to notify City as required will constitute a material default under the Agreement.

3.3 Compliance.

a. Services will be furnished in compliance with applicable federal, state, county and local statutes, rules, regulations, ordinances, building codes, life safety codes, and other standards and criteria designated by City.

b. Consultant must not discriminate against any employee or applicant for employment on the basis of race, color, religion, sex, national origin, age, marital status, sexual orientation, gender identity or expression, genetic characteristics, familial status, U.S. military veteran status or any disability. Consultant will require any Sub-contractor to be bound to the same requirements as stated within this section. Consultant, and on behalf of any subcontractors, warrants compliance with this section.

3.4 Coordination; Interaction.

a. For projects that the City believes requires the coordination of various professional services, Consultant will work in close consultation with City to proactively interact with any other professionals retained by City on the Project ("Coordinating Project Professionals").

b. Subject to any limitations expressly stated in the Project Budget, Consultant will meet to review the Project, Schedule, Project Budget, and in-progress work with Coordinating Project Professionals and City as often and for durations as City reasonably considers necessary in order to ensure the timely work delivery and Project completion.

c. For projects not involving Coordinating Project Professionals, Consultant will proactively interact with any other contractors when directed by City to obtain or disseminate timely information for the proper execution of the Project.

3.5 Work Product.

- a. Ownership. Upon receipt of payment for Services furnished, Consultant grants to City exclusive ownership of and all copyrights, if any, to evaluations, reports, drawings, specifications, project manuals, surveys, estimates, reviews, minutes, all "architectural work" as defined in the United States Copyright Act, 17 U.S.C § 101, *et seq.*, and other intellectual work product as may be applicable ("Work Product").
 - (1) This grant is effective whether the Work Product is on paper (e.g., a "hard copy"), in electronic format, or in some other form.
 - (2) Consultant warrants, and agrees to indemnify, hold harmless and defend City for, from and against any claim that any Work Product infringes on third-party proprietary interests.
- b. Delivery. Consultant will deliver to City copies of the preliminary and completed Work Product promptly as they are prepared.
- c. City Use.
 - (1) City may reuse the Work Product at its sole discretion.
 - (2) In the event the Work Product is used for another project without further consultations with Consultant, the City agrees to indemnify and hold Consultant harmless from any claim arising out of the Work Product.
 - (3) In such case, City will also remove any seal and title block from the Work Product.

4. **Compensation for the Project.**

- 4.1 Compensation. Consultant's compensation for the Project, including those furnished by its Subconsultants or Subcontractors will not exceed \$999,792 as specifically detailed in **Exhibit B** ("Compensation").
- 4.2 Change in Scope of Project. The Compensation may be equitably adjusted if the originally contemplated Scope as outlined in the Project is significantly modified.
 - a. Adjustments to Compensation require a written amendment to this Agreement and may require City Council approval.
 - b. Additional services which are outside the Scope of the Project contained in this Agreement may not be performed by the Consultant without prior written authorization from the City.
 - c. Notwithstanding the incorporation of the Exhibits to this Agreement by reference, should any conflict arise between the provisions of this Agreement and the provisions found in the Exhibits and accompanying attachments, the provisions of this Agreement shall take priority and govern the conduct of the parties.
- 4.3 Expenses. City will reimburse Consultant for certain out-of-pocket expenses necessarily incurred by Consultant in connection with this Agreement, without mark-up (the "Reimbursable Expenses"), including, but not limited to, document reproduction, materials for book preparation, postage, courier and overnight delivery costs incurred with Federal Express or similar carriers, travel and car mileage, subject to the following:
 - a. Mileage, airfare, lodging and other travel expenses will be reimbursable only to the extent these would, if incurred, be reimbursed to City of Glendale personnel under its policies and procedures for business travel expense reimbursement made available to Consultant for review prior to the Agreement's execution, and which policies and procedures will be furnished to Consultant;
 - b. The Reimbursable Expenses in this section are approved in advance by City in writing; and

- c. The total of all Reimbursable Expenses paid to Consultant in connection with this Agreement will not exceed the “not to exceed” amount identified for Reimbursable Services in the Compensation.

5. Billings and Payment.

5.1 Applications.

- a. Consultant will submit monthly invoices (each, a "Payment Application") to City's Project Manager and City will remit payments based upon the Payment Application as stated below.
- b. The period covered by each Payment Application will be one calendar month ending on the last day of the month.

5.2 Payment.

- a. After a full and complete Payment Application is received, City will process and remit payment within 30 days.
- b. Payment may be subject to or conditioned upon City's receipt of:
 - (1) Completed work generated by Consultant and its Subconsultants; and
 - (2) Unconditional waivers and releases on final payment from all Subconsultants as City may reasonably request to assure the Project will be free of claims arising from required performances under this Agreement.

5.3 Review and Withholding. City's Project Manager will timely review and certify Payment Applications.

- a. If the Payment Application is rejected, the Project Manager will issue a written listing of the items not approved for payment.
- b. City may withhold an amount sufficient to pay expenses that City reasonably expects to incur in correcting the deficiency or deficiencies rejected for payment.

6. Termination.

6.1 For Convenience. City may terminate this Agreement for convenience, without cause, by delivering a written termination notice stating the effective termination date, which may not be less than 15 days following the date of delivery.

- a. Consultant will be equitably compensated for Services furnished prior to receipt of the termination notice and for reasonable costs incurred.
- b. Consultant will also be similarly compensated for any approved effort expended, and approved costs incurred, that are directly associated with Project closeout and delivery of the required items to the City.

6.2 For Cause. City may terminate this Agreement for cause if Consultant fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.

- a. Consultant will not be entitled to further payment until after City has determined its damages. If City's damages resulting from the breach, as determined by City, are less than the equitable amount due but not paid Consultant for Services furnished, City will pay the amount due to Consultant, less City's damages, in accordance with the provisions of Sec. 5.
- b. If City's direct damages exceed amounts otherwise due to Consultant, Consultant must pay the difference to City immediately upon demand; however, Consultant will not be subject to consequential damages more than \$2,000,000 or the amount of this Agreement, whichever is greater.

7. Conflict. Consultant acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating,

securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

8. **Insurance.** For the duration of the term of this Agreement, Consultant shall procure and maintain insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of all tasks or work necessary to complete the Project as herein defined. Such insurance shall cover Consultant, its agent(s), representative(s), employee(s) and any subcontractors.

8.1 Minimum Scope and Limit of Insurance. Coverage must be at least as broad as:

- a. Commercial General Liability (CGL): Insurance Services Office Form CG 00 01, including products and completed operations, with limits of no less than **\$2,000,000** per occurrence for bodily injury, personal injury, and property damage. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- b. Automobile Liability: Insurance Services Office Form Number CA 0001 covering Code 1 (any auto), with limits no less than **\$2,000,000** per accident for bodily injury and property damage.
- c. Professional Liability. Consultant must maintain a Professional Liability insurance covering errors and omissions arising out of the work or services performed by Consultant, or anyone employed by Consultant, or anyone for whose acts, mistakes, errors and omissions Consultant is legally liability, with a liability insurance limit of **\$2,000,000** for each claim and a **\$4,000,000** annual aggregate limit.
- d. Worker's Compensation: Insurance as required by the State of Arizona, with Statutory Limits, and Employers' Liability insurance with a limit of no less than **\$2,000,000** per accident for bodily injury or disease.

8.2 Indemnification.

- a. To the fullest extent permitted by law, Consultant must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties") for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense" collectively "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or Consultant) and that arises out of or results from the breach of this Agreement by the Consultant or the Consultant's negligent actions, errors or omissions (including any Subconsultant or Subcontractor or other person or firm employed by Consultant), whether sustained before or after completion of the Project.
- b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, Consultant will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of Consultant or of any person or entity for whom Consultant is responsible.
- c. Consultant is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

8.3 Other Insurance Provisions. The insurance policies required by the Section above must contain, or be endorsed to contain the following insurance provisions:

- a. **The City, its officers, officials, employees and volunteers are to be covered as additional insureds** of the CGL and automobile policies for any liability arising from or in

connection with the performance of all tasks or work necessary to complete the Project as herein defined. Such liability may arise, but is not limited to, liability for materials, parts or equipment furnished in connection with any tasks, or work performed by Consultant or on its behalf and for liability arising from automobiles owned, leased, hired or borrowed on behalf of the Consultant. General liability coverage can be provided in the form of an endorsement to the Consultant's existing insurance policies, provided such endorsement is at least as broad as ISO Form CG 20 10, 11 85 or both CG 20 10 and CG 23 37, if later revisions are used.

- b. For any claims related to this Project, the **Consultant's insurance coverage shall be primary insurance** with respect to the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees or volunteers shall be in excess of the Consultant's insurance and shall not contribute with it.
- c. Each insurance policy required by this Section shall provide that coverage shall not be canceled, except after providing notice to the City.

8.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of no less than A: VII, unless the Consultant has obtained prior approval from the City stating that a non-conforming insurer is acceptable to the City.

8.5 Waiver of Subrogation. **Consultant hereby agrees to waive its rights of subrogation which any insurer may acquire** from Consultant by virtue of the payment of any loss. Consultant agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation. The Workers' Compensation Policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Consultant, its employees, agent(s) and subcontractor(s).

8.6 Verification of Coverage. Within 15 days of the Effective Date of this Agreement, Consultant shall furnish the City with original certificates and amendatory endorsements, or copies of any applicable insurance language making the coverage required by this Agreement effective. All certificates and endorsements must be received and approved by the City before work commences. Failure to obtain, submit or secure the City's approval of the required insurance policies, certificates or endorsements prior to the City's agreement that work may commence shall not waive the Consultant's obligations to obtain and verify insurance coverage as otherwise provided in this Section. The City reserves the right to require complete, certified copies of all required insurance policies, including any endorsements or amendments, required by this Agreement at any time during the Term stated herein.

Consultant's failure to obtain, submit or secure the City's approval of the required insurance policies, certificates or endorsements shall not be considered a Force Majeure or defense for any failure by the Consultant to comply with the terms and conditions of the Agreement, including any schedule for performance or completion of the Project.

8.7 Subcontractors. Consultant shall require and shall verify that all subcontractors maintain insurance meeting all requirements of this Agreement.

8.8 Special Risk or Circumstances. The City reserves the right to modify these insurance requirements, including any limits of coverage, based on the nature of the risk, prior experience, insurer, coverage or other circumstances unique to the Consultant, the Project or the insurer.

9. **E-verify, Records and Audits.** To the extent applicable under A.R.S. § 41-4401, the Consultant warrants their compliance and that of its subconsultants with all federal immigration laws and regulations that relate to their employees and compliance with the E-verify requirements under A.R.S. § 23-214(A). The Consultant or subconsultant's breach of this warranty shall be deemed a material breach of the Agreement and may result in the termination of the Agreement by the City under the terms of this Agreement. The City retains the legal right to randomly inspect the papers and records of the other party to ensure that the other party is complying with the above-mentioned warranty. The Consultant and subconsultant warrant to keep their respective papers and records open for random inspection during normal business hours by the other party. The parties shall cooperate with the City's random inspections, including granting the inspecting party entry rights onto

their respective properties to perform the random inspections and waiving their respective rights to keep such papers and records confidential.

10. No Boycott of Israel. To the extent A.R.S § 35-393 through § 35-393.03 are applicable, the parties hereby certify that they are not currently engaged in, and agree for the duration of the Agreement to not engage in, a boycott of goods or services from Israel, as that term is defined in A.R.S § 35-393.

11. Uyghur Forced Labor Prevention Act (UFLPA). Consultant certifies that it does not currently, and during the term of this Agreement, will not use:

- a. the forced labor of ethnic Uyghurs in the People's Republic of China;
- b. any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; and
- c. any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

12. Attestation of PCI Compliance. When applicable, the Consultant will provide the City annually with a Payment Card Industry Data Security Standard (PCI DSS) attestation of compliance certificate signed by an officer of Consultant with oversight responsibility.

13. Notices.

13.1 A notice, request or other communication that is required or permitted under this Agreement (each a "Notice") will be effective only if:

- a. The Notice is in writing; and
- b. Delivered in person or by overnight courier service (delivery charges prepaid), certified or registered mail (return receipt requested).
- c. Notice will be deemed to have been delivered to the person to whom it is addressed as of the date of receipt, if:
 - (1) Received on a business day before 5:00 p.m. at the address for Notices identified for the Party in this Agreement by U.S. Mail, hand delivery, or overnight courier service; or
 - (2) As of the next business day after receipt, if received after 5:00 p.m.
- d. The burden of proof of the place and time of delivery is upon the Party giving the Notice.
- e. Digitalized signatures and copies of signatures will have the same effect as original signatures.

13.2 Representatives.

- a. Consultant. Consultant's representative (the "Consultant's Representative") authorized to act on Consultant's behalf with respect to the Project, and his or her address for Notice delivery is:

Stanley Consultants, Inc
3133 E. Camelback Road, Suite 100
Phoenix, AZ 85016
HobbsKaren@stanleygroup.com
(602) 333-2421

- b. City. City's representative ("City's Representative") authorized to act on City's behalf, and his or her address for Notice delivery is:

City of Glendale
c/o Shoalynn Gilliland
5970 W Brown Street, Suite 210
Glendale, Arizona 85302

With required copy to:

City Manager
City of Glendale
5850 West Glendale Avenue
Glendale, Arizona 85301

City Attorney
City of Glendale
5850 West Glendale Avenue
Glendale, Arizona 85301

- c. Concurrent Notices.
 - (1) All notices to City's representative must be given concurrently to City Manager and City Attorney.
 - (2) A notice will not be deemed to have been received by City's representative until the time that it has also been received by the City Manager and the City Attorney.
 - (3) City may appoint one or more designees for the purpose of receiving notice by delivery of a written notice to Consultant identifying the designee(s) and their respective addresses for notices.
- d. Changes. Consultant or City may change its representative or information on Notice, by giving Notice of the change in accordance with this section at least ten days prior to the change.

14. Financing Assignment. City may assign this Agreement to any City-affiliated entity, including a non-profit corporation or other entity whose primary purpose is to own or manage the Project.

15. Entire Agreement; Survival; Counterparts; Signatures.

15.1 Integration. This Agreement contains, except as stated below, the entire agreement between City and Consultant and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

- a. Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.
- b. Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.
- c. The solicitation, any addendums and the response submitted by the Contractor are incorporated into this Agreement as if attached hereto. Any Contractor response modifies the original solicitation as stated. Inconsistencies between the solicitation, any addendums and the response or any excerpts attached as Exhibit A and this Agreement will be resolved by the terms and conditions stated in this Agreement.

15.2 Interpretation.

- a. The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.
- b. The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.
- c. The Agreement will be interpreted in accordance with the laws of the State of Arizona.

- 15.3 Survival. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of a Party, will survive completion of the Project, or the earlier termination of this Agreement.
- 15.4 Amendment. No amendment to this Agreement will be binding unless in writing and executed by the parties. Electronic signature blocks do not constitute execution for purposes of this Agreement. Any amendment may be subject to City Council approval.
- 15.5 Remedies. All rights and remedies provided in this Agreement are cumulative and the exercise of any one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.
- 15.6 Severability. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform with applicable law.
- 15.7 Counterparts. This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.

16. Term.

- 16.1 Extensions. The term of this Agreement commences upon the effective date and continues for a two year initial period. The City may, at its option and with the approval of the Consultant, extend the term of this Agreement an additional one years, on an annual basis. Consultant will be notified in writing by the City of its intent to extend the Agreement period at least thirty (30) calendar days prior to the expiration of the original or any extension period. Price adjustments will only be reviewed prior to the City exercising its extension and may be a determining factor for any extension. There are no automatic extensions or renewals of this Agreement.
- 16.2 Extension for Procurement Process. Upon the expiration of the Term of this Agreement, including the initial term and any renewals, at the City's sole discretion, this Agreement may be extended on a month-to-month basis for a maximum of six (6) months to allow for the City to complete its procurement process to select a vendor to provide the services/materials similar to those provided under this Agreement. The City will notify the Contractor in writing of its intent to extend the Agreement at least thirty (30) calendar days prior to the expiration of the Term. Any extension provided under this subsection will continue under the same terms and conditions as in effect immediately prior to the expiration of the then-current term.

17. Dispute Resolution. Any controversy or claim arising out of or relating to this contract, or the breach thereof, shall be settled by arbitration administered according to the American Arbitration Association's Commercial Arbitration Rules, and judgment on the award rendered by the arbitrator may be entered in any court having jurisdiction thereof.

18. Cooperative Use of Contract. This agreement may be extended for use by other governmental agencies and political subdivisions of the State. Any such usage by other entities must be in accord with the ordinances, charter, rules and regulations of the respective entity and the approval of the Contractor and City. For a list of SAVE members, click on the following link: <http://www.mesaaz.gov/business/purchasing/save>

19. Exhibits. The following exhibits, with reference to the term in which they are first referenced, are incorporated by this reference.

- Exhibit A Scope of Work
- Exhibit B Compensation

(Signatures appear on the following page.)

The parties enter into this Agreement effective as of the date shown above.

City of Glendale,
an Arizona municipal corporation

By: Vicki Rios
Its: Assistant City Manager

ATTEST:

Julie K. Bower (SEAL)
City Clerk

APPROVED AS TO FORM:

Michael D. Bailey
City Attorney

Stanley Consultants, Inc,
an Iowa Corporation



By: John Lazzara
Its: Transportation Market Lead

EXHIBIT A
Professional Services Agreement

SCOPE OF WORK

See attached Exhibit A - Scope of Work

EXHIBIT A - Scope of Work

Task 1 – Project Initiation Create Executive and Core Teams

1.1. CREATE EXECUTIVE ACTION PLAN LEADERSHIP TEAM COMMITTEE (EAPLC)

- a) The EAPLC's role will be to provide guidance and oversight for the development of these plans and make decisions on projects, programs, and other recommendations from the project team.
- b) The EAPLC will also continue its involvement once the plan goes into the implementation phase to help monitor projects and track the effectiveness of the safety improvement mitigations.
- c) The EAPLC team shall be represented by the following:
 - i. Director of Transportation
 - ii. Director of Engineering
 - iii. Director of Economic Development
 - iv. Director of Development Services
 - v. Glendale Police Department (GPD) Chief
 - vi. Glendale Fire Department (GFD) Chief

Marta will work with City of Glendale (COG) PM to create the EAPLC. The EAPLC will consist of the following members:

- i. Director of Transportation Director of Engineering,
- ii. Director of Economic Development,
- iii. Director of Development Services,
- iv. Glendale Police Department (GPD) Chief, and
- v. Glendale Fire Department (GFD) Chief.

DELIVERABLES: List and contact information of the EAPLC members.

1.2. CREATE CORE TEAM

Create Core Team to provide oversight throughout the development and deployment of the City's VZP and SAP. The team will provide guidance to the consultant throughout the process and response to any technical issues that may arise during the development of both plans. The Core Team will be represented by the following:

- i. Transportation Planning Administrator
- ii. Development Services Planning Manager
- iii. City Traffic Engineer
- iv. Principal Engineer Transportation
- v. City Engineer
- vi. GPD Traffic
- vii. GFD

Marta will work with COG PM to identify members of the Core Team. Potential members of the core team may include:

- i. Transportation Planning Administrator,

EXHIBIT A - Scope of Work

- ii. Development Services Planning Manager,
- iii. City Traffic Engineer,
- iv. Principal Engineer Transportation,
- v. City Engineer,
- vi. GPD Traffic, and
- vii. GFD.

DELIVERABLES: List and contact information of the Core Team members.

1.3. DEVELOP AND DEFINE THE GOALS, OBJECTIVES, STRATEGIES, AND STRUCTURE OF THE VISION ZERO PLAN (VZP) AND SAFETY ACTION PLAN (SAP).

1.6. DEVELOP VISION ZERO PLAN AND SAFETY ACTION PLAN GOALS AND OBJECTIVES

- a) Work with the EAPLC and core team, develop a list of goals and objectives for the VZP and SAP to be reviewed and approved by the project Core team.
- b) Develop recommended updates to the goals and objectives of the City of Glendale Transportation Plan and Active Transportation Plan to align with these plans and the adoption of the Safe System Approach (SSA).
- c) Establish a timeframe for the City to achieve a percentage reduction in roadway fatalities and serious injuries.
- d) Categorize applicable, goals and objectives into short-, mid-, and long-term time frames.
- e) Create presentation of VZP and SAP goals and objectives and the proposed Transportation Plan updates

1.7. DEVELOP VISION ZERO PLAN AND SAFETY ACTION PLAN STRUCTURE

- a) Develop and set the structure of the VZP and SAP. The main theme of the plan structure shall contain five elements of SSA as follows:
 - i. Safe Road Users
 - ii. Safe Vehicles
 - iii. Safe Speeds
 - iv. Safe and Sustainable Roads
 - v. Post-Crash Care
- b) Establish clear goals and objectives by analyzing all safety issues under each of the elements above (based on crash data) To finalize the VZP and SAP the following components shall be included:
 - i. Political Commitment
 - ii. Multi-Disciplinary Leadership
 - iii. Action Plan
 - iv. Equity
 - v. Cooperation and Collaboration
 - vi. Safe System Approach
 - vii. Data-Driven
 - viii. Community Engagement
 - ix. Transparency
 - x. Implementation
- c) Introduce the basic strategies and countermeasures for safety intervention. The

EXHIBIT A - Scope of Work

- overlap will occur if there is a strong indication that the countermeasure intervention has a high potential for safety impact (e.g., speed management).
- d) Determine preliminary estimates of the magnitude of the issues under each element. These estimates will help determine what resources will be needed, the potential cost, and the level of effort needed to address the issues.
 - e) Engage project team to develop a priority ranking system and prepare a benefit costs analysis strategy, which will focus on the FHWA's Highway Safety Benefit- Cost Analysis recommendations (Spotlight on Benefit-Cost Analysis | FHWA (dot.gov)).
 - f) Obtain through various Glendale Departments (e.g., GPD, GFD, Engineering, Development Services, Economic Development City Manager Office, etc.), MAG, FHWA, ADOT, and other interested parties to validate the structure and confirm it matches the goals and objectives once the structure has been determined.
 - g) Create presentations on the structure of VZP and SAP and a preliminary draft of Project and Program Development Guide.

SCI in collaboration with the City's PM, the Core Team and the EAPLC will establish the time frame for the City to achieve zero fatalities on its roadways. SCI along with Central Creative will facilitate a workshop with the Core Team and the EAPLC to develop the goals, objectives, strategies, and the structure of the Vision Zero Plan (VZP) and Safety Action Plan (SAP). This task will also include recommended updates to the goals and objectives of the City of Glendale Transportation Plan and Active Transportation Plan to align with the VZP and SAP and the adoption of the Safe System Approach (SSA).

DELIVERABLES for Tasks 1.3, 1.6 and 1.7: Goals and Objectives. Presentation of VZP and SAP goals and objectives and VZP and SAP document structure and framework outline.

1.4. COORDINATE AND COLLABORATE WITH ALL INVOLVED INTERNAL AND EXTERNAL STAKEHOLDERS INCLUDING CITY OF GLENDALE RESIDENTS.

Refer to various tasks throughout the scope.

1.5. CREATE AN OVERSIGHT WITH EAPLC FOR THE CITY'S EXISTING CITIZEN TRANSPORTATION OVERSIGHT COMMISSION (CTOC)

- a) Meeting Agendas with resulting minutes
- b) Create presentations on progress.
- c) Schedule meeting(s) with the EAPLC and the City's existing Citizens Transportation Oversight Commission (CTOC) to discuss the VZP and SAP and gain initial input on the plan's development.
 - i. The role of the CTOC for this project will be to provide input on the development of the VZP and SAP and act as a connection to citizens and institutions in each part of the city per their Council District. They will also assist in monitoring the implementation of the plan and provide feedback on its performance.

SCI will schedule and coordinate up to four meetings with the City's PM, the EAPLC and the CTOC to gain citizen input on the development of the VZP and SAP.

EXHIBIT A - Scope of Work

DELIVERABLES: Meeting agendas, presentations on progress and meeting minutes.

1.8. DOCUMENT, POLICY & PROCESS REVIEW /ANALYSIS

- a) Review key documents to establish goals identified for actual improved safety accommodations for all roadway users including vehicles, bicyclists, and pedestrians.
- b) Review existing City traffic network (including all roadway users i.e., vehicles, bicyclists, and pedestrians) safety related documents, policies, and initiatives, including General Plan, Complete Streets (streets designed and operated to enable safe use and support mobility for all users), Safe Routes to Schools, etc. within the City and within the MAG Region to establish goals identified for actual improved safety accommodations.
- c) Report on a summary of findings that may impact the final Vision Zero Plan and Safety Action Plan and any required actions.
- d) Provide recommendations relating to what policies will need to be updated so that they are not in conflict with the new Vision Zero Plan goal and or the Safety Action Plan.

SCI will review existing local, state, and federal policies, plans, guidelines, and/or standards for the city as they relate to identifying safety issues and opportunities to improve safety. This may also include draft (or final) plans from the city of Glendale projects that are currently underway. SCI will obtain local safety plans or initiatives, including transportation plans, design standards, and infrastructure projects (especially for vulnerable roadway users), ADA self-evaluations and transition plans, enforcement programs, emergency service plans, educational programs, truck routing, and local ordinances that apply to traffic safety such as speed limit changes, traffic calming programs, etc. SCI will identify a list of opportunities, strategies, and best practices that can be applied to the City to improve procedures that will prioritize safety and propose revised or new policies.

In order to look at these relationships in a systematic manner, we will develop a benchmarking assessment to examine how policies and practices in the Region align with the SSA and where institutional hurdles, conflicts and opportunities exist through policies, planning, design standards and programmatic work. The assessment will include policy and process recommendations, and recommended technology solutions will be provided where appropriate. Implementation steps will be developed for the adoption of recommended policies and standards.

DELIVERABLES: Summary of research findings and recommendation on potential City of Glendale policy changes.

Task 2 – Vision Zero Plan

As an integral part of the Stanley Team, Fehr & Peers will lead the development of the Vision Zero Plan (VZP), which will act as the first step in delivering the more comprehensive Safety Action Plan (SAP). See attached Fehr & Peers detailed scope of work. Each of the subtasks performed under Task 2 will be built upon subsequent tasks to develop more detailed safety trend insights and site-specific recommendations. The work performed in Task 2 will also provide the policy framework for the larger SAP, laying the foundation for safety culture shift and support among City leaders and stakeholders.

2.1. PROVIDE GUIDANCE AND RECOMMENDATIONS TO THE CITY REGARDING INCLUSION OF “COMPLETE STREETS” COMPONENT IN THE CITY’S VISION ZERO PLAN GOAL.

2.13. PERFORM ANALYSIS AND REVIEW TO DEVELOP “COMPLETE STREETS”

EXHIBIT A - Scope of Work

GUIDELINES IN SUPPORT OF THE VZP, ASSIST WITH INCORPORATING “COMPLETE STREETS” TO THE NETWORK AND “COMPLETE STREETS” RESOLUTION DRAFT.

SCI will make recommendations for the development and inclusion of a Complete Street Design Guideline in the VZP. The recommendations will include guiding principles for the city’s public right-of-way allocation of space to transportation and other public infrastructure.

Once countermeasures and strategies are selected, Complete Streets guidelines to support the Vision Zero Plan will be developed. Guidance will focus on the safe inclusion of all modes into the city’s transportation network, recognizing that context and feasibility are key drivers for implementation.

SCI will make recommendation and provide general guidelines for the development of the City of Glendale’s Complete Street Design Guidelines. SCI will recommend a framework for street types within the City of Glendale, which may vary by neighborhood context and features. The recommendations will be based on input from representatives across City departments and stakeholders.

DELIVERABLES: Memorandum summarizing recommendation for the development and inclusion of Complete Street Design Guidelines in the Vision Zero Plan. Draft and Final Complete Street Design Guidelines based on one set of comments from the city.

2.2. PERFORM OUTREACH INCLUDING PUBLIC WORKSHOPS, COMMISSION PRESENTATIONS, SOCIAL MEDIA PRESENCE.

2.12. PERFORM COMMUNITY OUTREACH AND CITIZEN ENGAGEMENT AS A CRITICAL COMPONENT OF THE DEVELOPMENT OF THE VISION ZERO GOAL

- a) Schedule a minimum of 3 Community engagement / public participation outreach meetings:
 - i. Introductory community engagement meeting to provide information on scope of work and obtain general feedback.
 - ii. Following meetings may be district meetings to provide more detailed citywide safety information and receive community feedback.
- b) Schedule 2 Citizen Transportation Oversight Commission (CTOC) meetings
- c) Schedule 2 City Council Meetings
- d) Schedule project meetings with City staff
- e) Schedule any additional meetings as recommended and as described in the approach to the project. All community and commission meetings shall include the development of a meeting agenda made available to City staff and the public prior to the meeting and a “meeting minutes” report from the meeting.

As a team member of the Stanley Team, Central Creative will develop a Stakeholder and Public Involvement Plan. This involves meetings/interviews with EAPLC, Core Team, CTOC, and relevant City Departments to detail the activities to occur throughout the engagement program. This task also includes development of project branding elements using City logo—there will not be a separate logo develop for this project; however, the project will be distinctly branded, with review and approval of the City. Central Creative will also work with the Neighborhood Services Department to reach out via the more than 250 registered neighborhoods in the city, such as Arrowhead Ranch, Arrowhead Lakes, Marshall Ranch, and others. Specific community events will be identified in eth plan that draw local participation such as the Glendale Family Bike Ride event in April 2025. As part of Project Publicity Central Creative will develop

EXHIBIT A - Scope of Work

website content, social media graphics, and text for e-newsletters and news releases that provide a general overview of the effort and an opportunity for people to sign up for updates.

Refer to Task 18 – Presentations and Surveys for additional information.

Refer to Task 21 – Project Management and Coordination Activities for additional information.

DELIVERABLES: Develop a draft and final Stakeholder and Public Involvement Plan, addressing two rounds of comments from the city and team. Website content, social media graphics, and text for e-newsletters and news releases.

2.3. COORDINATE WITH “SAFE ROUTES TO SCHOOLS” COLLABORATIVE

SCI will coordinate with representatives from City of Glendale’s Safe Routes to School (SRTS) program on the development of the VZP.

DELIVERABLES: Summary of meeting with SRTS representative.

2.4. PERFORM ANALYSIS ON VEHICLE, BICYCLE, AND PEDESTRIAN COLLISIONS

2.5. IDENTIFY GAPS IN EXISTING TRANSPORTATION AND TRAFFIC NETWORK (INCLUDING PEDESTRIAN AND BICYCLE) HINDERING SAFE AND CONVENIENT ACCESS TO KEY DESTINATIONS (E.G., SCHOOLS, PARKS, TRANSIT) BASED ON SAFETY/COLLISION ANALYSIS

2.6. IDENTIFY DEFICIENCIES AND ADDITIONAL OPPORTUNITIES TO ENHANCE THE SAFETY AND ACCESSIBILITY OF THE TRANSPORTATION AND TRAFFIC NETWORK (INCLUDING PEDESTRIAN AND BICYCLE)

2.9. PERFORM PRELIMINARY ANALYSIS ON VEHICLE, BICYCLE, AND PEDESTRIAN COLLISION DATA

- a) Process crash data and perform high level crash data analysis of vehicle, bicycle, and pedestrian collisions,
- b) Include identifying and categorizing the parties involved, types of collisions, and causes of collisions.
- c) Categorize to include demographics such as age groups, ethnicity, and gender.
- d) Include the types of collisions such as rear-end, sideswipe, head-on, broadside, hit object, overturn, bicycle, and pedestrian.
- e) Include causes of collisions such as speeding, driving under the influence (DUI), illegal turning maneuvers, distracted driving, confusing striping and signage, other auto violations, etc.
- f) Determine if there are any other contributing factors to collisions including time of day, time of year, weather, and lighting condition.

- g) Identify key physical characteristics of the roadway as it relates to collisions as part of the safety analysis.
 - i. Physical characteristics may include number of lanes, volume of traffic, posted speed limit, 85th percentile speeds, presence of bicycle lanes, presence of sidewalks and/or crosswalks, traffic signal control, and phasing.
- h) Perform a preliminary ranking of street segments, signalized intersections, and unsignalized intersections once the collision data has been analyzed.
 - i. Shall reflect the highest collisions based on types, categories, and factors contributing to the high collision locations.
 - ii. Shall reflect the calculated collision frequency and rate for the City network should be compared with regional and state data and an assessment should be made on the performance of the City network.
 - iii. Shall include a minimum of 5 years data.

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2.11. EVALUATE ADDITIONAL CRASH ANALYTICS TO DETERMINE SYSTEMIC PROBLEMS (E.G., CAUSATIONS, PATTERNS, HOTSPOTS, AND SYSTEM ISSUES).

- a) Develop a crash report summary, detailed crash report, a crash report template, and procedures for creating the annual report (to be updated annually).
- b) Develop crash heat maps to be included in the crash report.
- c) Develop and present Citywide crash rate for the overall crashes as well as for pedestrian and bicycle crashes.
 - Includes a breakdown of crash rates by roadway segment crash rate and intersection crash rate.
 - Includes a slide deck will be prepared that presents the findings of the annual crash report.

For subtasks 2.4, 2.5, 2.6, 2.9 and 2.11 Fehr & Peers will perform three key types of systemic safety analysis:

- Summary of collision trends
- Identification of collision hotspots
- Identification of network gaps

Analysis performed in this task will be the foundation for future analysis tasks that are part of the SAP, such as the HIN development and the Speed Assessment. This analysis will include a particular focus on bicycle and pedestrian trends. The results of this analysis will be summarized in a Baseline Safety Analysis Report.

Collision Trends

Fehr & Peers will use the collision database (see Task 7) to summarize key trends, including:

- Primary collision factor
- Modes involved.
- Turning movement
- Month and day
- Time of day and lighting
- Demographics of victims and parties (e.g. seniors and students)

Fehr & Peers will also calculate citywide collision frequency and rate and compare against regional and state data.

Collision Hotspots

Fehr & Peers will use the collision database to develop a network of high collision count/high collision severity streets and intersections. This process results in a ranked list of all intersections and segments in the City based on crash rates and number of crashes (including segmentation for pedestrian and bicycle crashes), from which a top 10 list can be identified. The results of this analysis will be mapped and included in a slide deck that will be an annual crash report template for the City, with one round of edits based on consolidated comments.

Network Gaps

Fehr & Peers will collect from the City's available roadway network, land use and point of interest GIS data. We will map this data with historic collision data to uncover gaps and deficiencies in the transportation network that are correlated with collision patterns. This analysis will be the basis for more detailed systemic analysis work to identify risk factors that will be performed as part of the SAP.

EXHIBIT A - Scope of Work

DELIVERABLES: Collision frequency, rate and trends tables. Annual crash report template. Slide deck of the findings of annual crash trends.

2.7. DEVELOP, PRIORITIZE, AND CATEGORIZE PROVEN COUNTER-MEASURES LIST TO REDUCE COLLISIONS, ESPECIALLY SERIOUS INJURY AND FATAL

2.8. DEVELOP RECOMMENDED POLICIES AND PROGRAMS

- a) Identification of capital projects as they relate to potential safety improvements, especially those which will help eliminate serious and fatal collisions.
- b) Development of preliminary project and program cost estimates.
- c) Prioritization and phasing of identified/proposed projects and programs.
- d) Identification of possible funding sources/funding streams that can be used to fund future safety projects.

Engineering Strategies

Fehr & Peers will establish a preliminary Vision Zero toolkit that is rooted in the Safe System framework and includes proven, cost-effective countermeasures that will best address the safety and complete streets needs throughout the city. This toolkit will build on industry best practice resources, such as FHWA Proven Safety Countermeasures, CMF Clearinghouse, and supplemented with other emerging treatments that may not yet have documented crash modification factors but are known to improve safety for all users (e.g., protected intersections).

Policy/Program Strategies

Fehr & Peers will also include programmatic tools that address the “Safer Vehicles,” “Post-Crash Care,” and “Safer People” pillars of the Safe System Approach, such as collision rapid response protocols, AV readiness, Safe Routes to School programs, education campaigns, reckless driving prevention, and DUI prevention programs to build a Safe Systems toolbox. We will develop a Safe System benchmarking assessment to identify where Glendale is currently in alignment with Safe System and Vision Zero practices, and where there are opportunities for future adjustments to local programs and policies to improve the effectiveness of safety analysis, project development, and implementation. As part of this benchmarking assessment, we will review existing local, regional, state, and federal plans, studies, and initiatives related to roadway safety. The benchmarking assessment will be based on the Safe System Approach and Vision Zero benchmarking materials developed by Fehr & Peers for FHWA and ITE. The assessment will include proposed strategies, which can be incorporated into the project approach, as well as future and ongoing processes in Glendale. This exercise will include a review of existing processes, like speed limit setting, to understand whether there are opportunities to make future

Preliminary Toolkit

Each strategy will have its own cut-sheet with high-level cost estimates, project phasing, and potential funding sources. Fehr & Peers will create one draft toolkit, and one final toolkit that incorporates one round of consolidated comments from the City. This preliminary toolkit will be the basis for a more detailed toolkit that will be part of the SAP tasks.

DELIVERABLES: Summary of the benchmarking findings. Draft toolkit and Final VZ toolkit.

2.14. CREATE VZP REPORT THAT REFLECTS FINDINGS AND RECOMMENDATIONS IN THE VISION ZERO PLAN

- a) Report shall include an appendix with the technical analysis of the City of Glendale traffic network,
- b) Report shall include collision data used in the analysis, collision rate calculations, traffic data, and other factors used to develop findings and countermeasures.

EXHIBIT A - Scope of Work

- c) Report shall outline the steps that the City should undertake to achieve the VZP goal.
- d) Report shall also set short-term, mid-term, and long-term goals to achieve an overall decrease in collisions within the City.
- e) Report shall include a toolbox of countermeasures based on the Vision Zero Plan findings that can be applied to throughout the system to help reduce crashes within the City as well as a method to establish the effectiveness of the countermeasures.
- f) Create and present findings and recommendations at the conclusion of the analysis.

Fehr & Peers will create a Vision Zero Plan final report that reflects the findings and results of Task 2. This Plan will act both as a stand-alone Plan and will be the first section of the future SAP. The draft report will consist primarily of high-quality visuals that make the results of Task 2 easy to understand for the public and stakeholders.

DELIVERABLES: Draft report, and Final report based on one round of consolidated comments from the City.

2.15. OBTAIN COMMITMENT FROM LEADERSHIP BY DEVELOPING A DRAFT COMMITMENT RESOLUTION, THAT SUPPORTS THE DEVELOPMENT AND DEPLOYMENT OF THE VZP.

- a) The Transportation Director, aided by the Core team, will present the resolution to the City Council to initiate a formal vote in support of the development of this Vision Zero Goal using the SSA.
- b) Develop a presentation to provide additional information on this project scope, schedule, goal, and expected deliverables.
- c) Create and publish an informational brochure that will feature the resolution passed by Council once the City Council passes a Vision Zero resolution.

SCI will develop a presentation that the Transportation Director, aided by the Core Team and will present to the City Council to initiate a formal vote in support of the development of this VZP using the SSA.

Central Creative will develop and publish a Safety Action Plan information brochure that will feature the resolution passed by Council.

DELIVERABLES: Draft Action Plan Resolution, PowerPoint Presentation, SAP information brochure.

Task 3 – Safety Action Plan

3.1 CONTINUE TO REFINE THE CORRIDORS AND INTERSECTIONS WITH HIGH CRASH RATES THAT WERE OUTLINED IN THE VZP CRASH ANALYSIS AND DEVELOP PLANS TO ADDRESS THESE LOCATIONS.

SCI will continue to refine the HIN and HRN developed in the VZP. Additionally, crash data will, in part, inform public engagement and those in areas or corridors with significant crashes should be specifically involved in engagement. The Public Engagement Plan will, if necessary, be updated to reflect the updated crash information.

3.2 CONTINUE TO DEVELOP A LIST OF PROACTIVE COUNTERMEASURES BASED ON THE FINDINGS FROM THE DETAILED REVIEW OF THE CRASH DATA AND

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THROUGH DISCUSSIONS WITH KEY STAKEHOLDERS.

- a) Stakeholders may include representatives from community groups, advisory commissions, schools, Department of Public Safety, and City staff.
- b) Conduct public workshops where all other road users will be able to provide input.
- c) Educate the stakeholders on the magnitude of the issues and the effectiveness of possible solutions.
- d) Develop a framework for ongoing interaction between stakeholders is desirable.

Refer to Task 13 – Countermeasure Selection.

3.3 DEVELOP A DOCUMENT WHICH WILL LIST SAFETY PROJECTS IN A PRIORITIZED MANNER BY LOCATION AND TYPE (SIGNALIZED INTERSECTIONS, UNSIGNALIZED INTERSECTIONS, AND ROADWAY SEGMENTS). THE PROPOSED PROJECTS SHALL BE CATEGORIZED AS SYSTEMIC LOW, MEDIUM, AND HIGH-COST SAFETY PROJECTS, WHICH WOULD IMPROVE THE OVERALL TRAFFIC NETWORK.

- a) Highlight national or state published crash reduction information
- b) Develop a toolbox of recommended City infrastructure
- c) The toolbox shall be implemented proactively where site geometric characteristics are applicable rather than waiting for crash listing to accommodate a documented need.
- d) Additional City measures that may not have nationally identified crash reduction factors shall be included for consideration by City staff.

Refer to Task 2.7 and 2.8 – Develop, prioritize and categorize proven countermeasures and develop recommended policies and programs.

Refer to Task 14 - Development of Specific Projects

3.4 PERFORM ALL MANAGEMENT AND COORDINATION ACTIVITIES TO DEVELOP THE SAP FOR THE CITY.

- a) Perform project management activities and coordinate with team beginning with the project kickoff meeting for the SAP.
 - i. Schedule monthly or biweekly project progress meetings as needed throughout the duration of the project. The interval between meetings will vary to optimize meeting effectiveness.
 - ii. Prepare agenda, presentations and progress reports prior to each meeting that reflects accomplishments over the prior period between meetings and the status of the budget and schedule. These meetings will include team members and other stakeholders as necessary.
 - iii. Schedule and hold review and comment resolution meetings, as deliverables are developed and submitted for review and comment.

Refer to Task 21 – Project Management and Coordination Activities.

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Task 4 – Project Schedule

Refer to Task 21 – Project Management and Coordination Activities.

Task 5 – Quality Control

Refer to Task 21 – Project Management and Coordination Activities.

Task 6 – Progress and Transparency

- a) Develop a standard reporting form that will be used to report progress on the implementation to the SAP be used towards the development of the CIP and to monitor the SAP.
- b) Create an annual report once the crash data is available to update the City's fatal and serious injury crashes. This form will become a part of the Glendale's Annual Crash Report.
- c) Perform quality checks on all documents and presentations.

SCI will review and update as necessary the reporting template developed for the VZP in Task 2, the updated template will be used to report progress on the implementation of the SAP. Reporting will be done at a minimum annually to monitor progress. This form will become a part of the Glendale's Annual Crash Report. SCI will develop and discuss dashboard concepts with the Core Team and the PM. These concept will be built upon the City's existing system in place. One option will be selected to be developed to share critical safety information with partner agencies, and the public if desired. A guide memorandum will be developed on how to prepare the City's Annual Crash Report that aligns with the SSA, and the SAP's goals, objectives and structures.

DELIVERABLE: Annual Crash Reporting memorandum and Dashboard improvements/suggestions for reporting.

Task 7 – Data Collection (Minimum 5 Years (2018 to 2023) and Analysis

- a) Data collected and analyzed should define initiatives that will address all five SSA elements (Safe Road Users, Safe Vehicles, Safe Speeds, Safe Road, and Post-Crash Care) as they relate to the City. Five (5) years of crash data will be required to adequately investigate the crash experiences before identifying potential countermeasures.
- b) Include data collection and analysis to support the development of the SAP.
- c) Identify resources needed to mitigate crashes to help meet the goals and objectives of the SSA shall be identified.

Fehr & Peers will obtain the five (5) most recent years of available and complete injury crash data from the City of Glendale. We will manually clean and geocode up to 50 additional collisions not present within the City database that may be available from other sources (e.g. PD, ADOT), to create a complete collision record database. Fatal, severe injury, bicycle, and pedestrian collisions will be prioritized for manual

EXHIBIT A - Scope of Work

updates to the database. This collision database will be used in analysis performed for the Vision Zero Plan (Task 2) and SAP tasks.

DELIVERABLE: Collision Data Base.

Task 8 – Data Collection

- a) Focus on collection of speed data, vehicle classifications, Average Daily Traffic (ADT) (that is not available via the City’s master traffic database), and crash data on arterial and collector roadways. The data collection strategy will involve the following approach:
 - i. Review the City's current crash data, Transportation Plan, and Active Transportation Plan, along with safety plans from the Maricopa Association of Governments (MAG), and the Strategic Highway Safety Plan (SHSP) from the Arizona Department of Transportation (ADOT) and determine which parts of these plans need to be incorporated. The MAG and ADOT SHSP are included to make sure that this plan will be consistent and inclusive of what these plans have already set forth, especially in the areas of strategies and access to potential funding.
 - ii. Collect a higher sample of data in areas of high transportation inequity. Based on Vulnerable Road Users (VRU) crash hotspot screening (Top five corridors and top 15 intersections), VRU street crossing data will be collected at those sites.
 - iii. Obtain crash data from the ADOT database as it becomes available. This information can also be provided by the City’s Traffic mitigation group.
 - iv. Collect sample data sets at a high crash rate arterial to collector street intersections that are uncontrolled to prepare an Intersection Control Evaluations (ICE).
 - v. Collect data with locations that have high pedestrian and bicycle crashes.
 - vi. Develop counter measures to mitigate these types of crashes. (**Note:** It is anticipated that two new sets of crash data will become available during the time the VZP and SAP is being developed.)
 - vii. Collect information on traffic enforcement and emergency medical services. The goal will be to assess the current assets and resources and determine what is needed in the city to implement the SAP.
 - viii. Define the status of post-crash care within the city. USDOT considers post- crash care a critical safety element, with a focus to “enhance the survivability of crashes through expedient access to emergency medical care, while creating a safe working environment for vital first responders and preventing secondary crashes through robust traffic incident management practices”
<https://www.transportation.gov/NRSS/PostCrashCare>
 - ix. The project team will coordinate with police and fire jurisdictions as well as EMS throughout the plan development to define the status of post- crash care within the City. Coordination will include the following:
 1. Contact the GPD to determine the availability of traffic enforcement data and current enforcement capabilities.
 2. Contact the City of Glendale Fire Department (GFD) to determine

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the availability of Emergency Medical Technician (EMT) response data, define their current capacities, and identify the availability of emergency rooms within and adjacent to the City of Glendale.

- x. Prepare maps or lists of locations where low-cost systemic countermeasures have successfully been deployed. This data shall include location, type of treatment, date of installation, status, any evaluation which has been done and any improvement already programmed but not yet built. These locations may or may not be within the City, however all locations shall be within the region.

A variety of data and sources will be used for the SAP. SCI will obtain updated crash data from City of Glendale and ADOT, socio-economic data from the US Census, and Equity data from the USDOT Equitable Transportation Community Explorer tool. SCI will obtain and analyze additional crash data as it becomes available to support the development of the SAP.

All Traffic Data Services will collect sample data in areas of high transportation inequity. Vulnerable Road Users (VRU) street crossing data will be collected during the am and pm peak periods based on the VRU crash hotspot screening at a maximum of 50 count locations. The count locations will include a combination of segment counts and intersection counts. Refer to All Traffic Data Services scope of work attached.

Utilizing the collected sample data sets at a high crash rate arterial to collector street intersections that are uncontrolled, SCI will prepare an Intersection Control Evaluation (ICE) for one intersection and summarize the findings in a memorandum.

SCI will collect information on traffic enforcement and emergency medical services. The goal will be to assess the current assets and resources and determine what is needed in the city to implement the SAP. Through meetings with Glendale Police, Fire and EMS, SCI will define the status of post-crash care practices within the city, the availability of traffic enforcement data and current enforcement capabilities, the availability of Emergency Medical Technician (EMT) response data, define their current capacities, identify the availability of emergency rooms within and adjacent to the City of Glendale and determine any gaps or necessary improvements in emergency services as they relate to post crash care.

This task will include one meeting with Glendale Police, Glendale Fire and EMS to understand the need for additional resources related to post crash care.

SCI will obtain GIS maps or a list of locations from the City of Glendale and one other city that City of Glendale desires to contact where low-cost systemic countermeasures have successfully been deployed in the City of Glendale and this one other agency. This data will include location, type of treatment, date of installation (if available), status, any evaluation (if available) which has been done and any improvement already programmed but not yet built.

DELIVERABLE: Update crash data, traffic counts at up to 50 locations, one ICE intersection analysis, one meeting agenda and notes with Glendale Fire, PD and EMS. Summary of post-crash care finding, GIS map layer of a lists of locations where low-cost systemic countermeasures have successfully been deployed in the City of Glendale and one other city in the region.

Task 9 – Safety and Speed Assessment (Develop High Injury Network - GIS)

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- a) Use the data that was developed in the City Crash Report to support the SAP to include the following:

- i. Identify High Injury Networks.
- ii. Expand the Global Information System (GIS) mapping capabilities.

- iii. Develop a chapter that will include facilities that are located within the Glendale Municipal Planning Area but are the responsibilities of other agencies. These facilities include road segments and intersections that are managed by other agencies such as but not limited to, State of Arizona, Maricopa County, cities of Phoenix, Peoria, Surprise, Goodyear, Litchfield Park, and El Mirage. The goal is to make the City's Crash Report all-encompassing regardless of jurisdiction. During this analysis, locations outside of the MPA may be studied as needed.

Fehr & Peers will develop a High Injury Network (HIN) for the SAP, using the collision data and roadway network GIS data provided by the City. Each network segment will be scored, based on a weighted index for collision severity and potential other factors based on City priorities and an emphasis on VRUs (e.g. additional weighting for collisions involving young people, seniors, or people walking or biking). This process results in the development of an HIN, as well as a ranked list of all segments in the City, from which a top 10 priority location list can be easily identified. The results of this analysis will be mapped, with one round of edits based on consolidated comments.

Fehr & Peers will evaluate prioritization of risk factors, in addition to collision history which will account for local high-risk contextual characteristics revealed through the systemic analysis (e.g., posted speed, land use). This approach will be combined with the weighted collision score approach to prioritize locations with both a history of severe collisions and overlapping high-risk contextual factors. By incorporating contextual factors in HIN development, we can set Glendale up for success in future grant applications, as the prioritization process can have grant requirement factors built in.

An online webmap will be developed using Esri GIS web tools that provides this information to the City of Glendale in an easy-to-use GIS format. We have budgeted up to one day of time to support City of Glendale staff with the transition of this webmap to their internal GIS servers and provide support and training on GIS topics related to the HIN to help expand the City's mapping capabilities.

The HIN will include facilities within the Glendale Municipal Planning Area that are shared with or managed by other agencies, such as adjacent cities, Maricopa County, and the State of Arizona. The final HIN will allow the City of Glendale to filter the network for locations only within its jurisdiction or view the network as a whole.

- iv. Report on project and program implementation, and the status of short-term, mid-term, and long-term goals.

SCI will report on the project and program implementation progress including the short-term and mid-term and long-term goals as they related to the SAP. .

- v. Perform a speed assessment to report on the actual vehicular speed on various road within the City using various tools such as but not limited to INRIX data, FHWA USLIMITS2 will be done (USLIMITS2 - Safety | Federal Highway Administration(dot.gov))using crash data and speed data. This assessment will determine how the City's posted speed limits compare to the USLIMITS2

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recommendations as well as the posted speed limit and will include the following:

1. Review of traffic enforcement and related crash data to define how speed is impacting the safety of the streets within the City.
 2. Use the information gained to provide the foundation for the Speed Management Program that will be developed per this SAP.
 3. Identify the streets and locations that offer the highest rate of safety return once speed enforcement stations are established.
 4. Develop a policy for setting speed limits. (Potential of using variable speed limits)
 5. Evaluate the effectiveness on speed Feedback signs on arterials and develop policy.
 6. Evaluate the effectiveness of speed cushions and develop a policy and guidelines.
- vi. Perform additional safety assessments to determine the speed related crash causations that are producing the greatest number of serious injury and fatal crashes in the City. The safety assessments will include the following:
1. Analyze types of crashes to clearly define if they are a system problem, a location problem, or both.
 2. Categorize crashes to further determine what countermeasures they will respond to and where they need to be placed in terms of safety projects and programs. For example, the current City Crash Report identifies that the southeast corner of the City has a nighttime VRU fatal and serious injury crash problem that could be related to poor visibility, lack of controlled street crossing, and reliance on walking at night as the mode for mobility. This is both a system and location problem that will require a variety of countermeasures such as improved street lighting, updated speed management, additional control crossings, implemented access control, and expanded transit service at night to name a few.
 3. Analyze data gathered from GPD and GFD to determine their capacities and capabilities and whether they need additional resources to help meet the goals and objectives of this SAP.
 4. Incorporate as Chapters in the SAP document with updated Crash Reports, Speed Assessment Report, final crash rates (roadway segment and intersection) GPD Report, GFD Report

Fehr & Peers will perform a speed assessment of observed speeds and the relationship to crash data and roadway safety outcomes in Glendale. Fehr & Peers will use recent national best practice guidance for the development of this task, which build on the FHWA USLIMITS2 tool (developed in 2008), including NCHRP 966 – Posted Speed Limit Setting Procedure and Tool (2021) and FHWA’s Safe System Approach for Speed Management guide (2023). These processes will be customized to fit the data available from the City of Glendale.

EXHIBIT A - Scope of Work

Fehr & Peers will purchase observed speed data from a location-based services Big Data source for the speed analysis. Our analysis will compare observed speeds with posted speed data provided by the City, and the City's collision data to understand where excessive speeding and high-speed vehicles are having a disproportionate impact on roadway safety outcomes, and develop a prioritized list of these locations using adjusted criteria from the High Injury Network task. We will assess the extent to which speed-related collisions are confined to certain hot spots or related to citywide systemic roadway safety issues.

Fehr & Peers will perform additional systemic safety analysis to determine collision, roadway and other contextual factors most associated with fatal and severe injury speed-related collisions in the City. These factors may include traffic counts, land use context, traffic signal spacing, location of transit stops, or other available roadway and contextual data.

We will categorize speed-related crashes to understand collision factors, such as involving a bicycle or pedestrian (VRU), nighttime and visibility issues, or other trends. Based on this categorization, we will identify proven safety countermeasures that will be recommended as part of the Speed Management Plan that specifically address the trends in Glendale.

Fehr & Peers will produce a technical memo summarizing available research on the efficacy of speed feedback signs, speed cushions, and up to three additional speed management or traffic calming strategies. The results of this research will inform the proposed recommendations in the Speed Management Plan, as well as the Neighborhood Safety Task.

Fehr & Peers will develop a Speed Management Plan that summarizes the results from the Speed Safety Analysis and Speed Strategy Efficacy research. The Speed Management Plan will provide a prioritized list of locations, contextual risk factors, and proposed roadway design and program/policy recommendations to address local speed trends. The Speed Management Plan will include proposed Speed Limit Setting Policies that incorporate national best practice guidance beyond reliance on the 85th percentile and will consider flexible and innovative approaches for Glendale, such as variable speed limits.

Fehr & Peers will develop one draft Speed Management Plan, and one final Speed Management Plan, based on one round of consolidated comments from City staff and relevant stakeholders. The final Speed Management Plan will be incorporated into the SAP.

This task will include one meeting with Glendale Police and Glendale Fire to understand the need for additional resources related to speed collisions and trends.

DELIVERABLES: A draft HIN and final HIN will be developed based on one round of consolidated comments from City staff and relevant stakeholders. A draft and final Speed Management Plan will be developed based on one round of consolidated comments from City staff and relevant stakeholders. Agenda and summary of meeting with Glendale Police and Fire. The resulting Plan will be a chapter in the SAP.

Task 10 – Neighborhood Safety

- a) Create a neighborhood speed mitigation standalone manual that incorporates tools and techniques the City can implement to address speed issues within neighborhoods that will reduce speed in neighborhoods and enhance safety.
- b) Document the effectiveness of the measures such as speed feedback signs, speed cushions, chicanes, etc.

Fehr & Peers will create a neighborhood speed mitigation standalone manual that incorporates tools and techniques the City can implement to address speed issues within neighborhoods that will reduce speed in neighborhoods and enhance safety.

EXHIBIT A - Scope of Work

The manual will include standard traffic calming and speed management tools, such as speed feedback signs, speed cushions, chicanes, as well as more innovative design approaches based on national case studies.

Strategies will be identified to address specific local neighborhood speed-related issues uncovered as part of Task 9. Priority locations for project implementation will also be identified.

Each strategy included in the Neighborhood Safety Plan will include a fact sheet with a narrative description of the strategy, photo, research on efficacy, comparative advantages and disadvantages, and design and implementation considerations and resources.

DELIVERABLES: A draft and final Neighborhood Safety Plan will be developed based on one round of consolidated comments from the City. The resulting Plan will be an appendix to the SAP.

Task 11 – Equity/Environmental Justice Analysis

- a) Update the City's equity and environmental justice data for Glendale, Maricopa County and Arizona.
- b) Research demographic and equity information, update that with the latest data, and relate that to the current processes and standards that MAG (Equity, Inclusion, and Health (azmag.gov)), USDOT (Centering Equity at the U.S. Department of Transportation | US Department of Transportation) and FHWA (Equity in Transportation | FHWA (dot.gov)) are using to identify and mitigate inequity in the transportation decision making process.

Note: The City's basic circa 2017 demographics rank it above the average in Maricopa County in minority persons, persons below poverty, households with no vehicle, and persons with disabilities. The City's Transportation Plan has identified many criteria and mapped them with regards that may be a direct or indirect factor in transportation inequities or underserved areas of the city. The 2017 Plan includes maps showing the following demographic profiles:

population density, age (under 18), age (over 65), minority population density, low-income population, households with no vehicle, and municipal planning areas communities of concern.

The municipal planning area communities of concern include three major areas of those concerns: (1) Areas with high densities of overall population, of persons under 18 years of age, of minority and Hispanic populations, of low-income populations, and of households with no vehicle; (2) Areas with high density of persons with disabilities; (3) Areas with high concentration of unemployment.

- c) Develop policies and processes on how to incorporate equity and environmental justice factors into the SAP and into the City of Glendale Transportation Capital Improvement Program (CIP).
- d) Evaluate the status of the private vehicle fleet within the City and whether the vehicle types are an influencing factor on the number of fatal and series injury crashes in the City. The analysis will involve reviewing the model and age of privately owned vehicles registered in the City of Glendale to determine safety related features and assess the overall composition of Safe Vehicles within that private vehicle fleet.

EXHIBIT A - Scope of Work

- e) Incorporate the Equity Report t as a chapter in the final SAP.

SCI will overlay the demographic information used to identify underserved communities onto the HIN to compare actual crash rates in those communities to expected crash rates if crashes were equitably distributed across the project area, establishing a baseline equity measure for evaluation purposes. We will use the most appropriate federal data, from the USDOT Equitable Transportation Community (ETC) Explorer Transportation Insecurity Analysis Tool (TIAT). The TIAT is highly customizable at the local level. Individual demographics and thresholds that are most relevant to the community and goals can be chosen to gain a deeper understanding of where transportation disparities are most prevalent. This information will initially be used to guide outreach in underserved communities and ensure that goals are set that advance equity considerations. This analysis will also identify specific factors and co-occurring factors that could predict other neighborhoods and locations in areas where transportation disadvantage influences traffic safety.

SCI will develop policies and processes on how to incorporate equity and environmental justice factors into the SAP and into the City of Glendale Transportation Capital Improvement Program (CIP).

SCI will evaluate the status of the private vehicle fleet within the City of Glendale to determine if the vehicle types are an influencing factor on the number of fatal and series injury crashes in the City. The analysis will involve reviewing the model and age of privately owned vehicles registered in the City of Glendale to determine safety related features and assess the overall composition of Safe Vehicles within that private vehicle fleet. The analysis will be conducted by matching up the VIN numbers registered to Glendale residents to the actual Advanced Driver Assist Systems (ADAS) features present in each specific vehicle. SCI will obtain Glendale VIN numbers from ADOT MVD for the analysis. The Vin numbers will be entered in the National Highway Traffic Safety Administration (NHTSA) website to identify specific ADAS features on each City of Glendale registered vehicle. This will provide a clearer picture of the current safety of the private vehicle fleet as well as allow for a better understanding of what safety gains may be realized as more vehicles on the roadway are equipped with ADAS features in the future.

DELIVERABLES: Draft and Final Equity Report will be developed based on one round of consolidated comments from the City. The resulting report will be a chapter in the SAP.

Task 12 – Process / Policy Guidebook

- a) Develop City policies and processes guidebook on how the City’s crash report is prepared within the SAP SSA goals, objectives, and structure.
- b) Include the addition of equity metrics and rankings to help ensure that the Crash Report will continue to be the main tool in supporting the SAP project once it is finished.
- c) Include performance measures regarding their effectiveness in meeting the SAP’s goals and objectives in the guidebook.
- d) Evaluate and identify updates for the City’s Engineering standards to ensure they are consistent with the SAP.
 - i. Topics to be reviewed include access control, intersection control evaluation (ICE), VRU Crossing locations studies and treatments (e.g., FHWA Safe Transportation for Every Pedestrian (STEP)), street lighting design criteria for arterials and collector streets, Traffic Signal Operations (as they relate to safety), and the development of a safety study standard with Traffic Impact Studies and Statements for

EXHIBIT A - Scope of Work

new development. Other items will be added to this list if they are identified per the crash and equity analysis findings.

- e) Include an assessment of the City's other current policies and practices with regards to standards, operations, and maintenance and how they align with what is needed to meet the goals and objectives of the SAP. This will include not only those related to vehicles but pedestrians and bicyclists, VRUs, and transit.
- f) Include as chapters in the final SAP an updated guide on how crash reports are prepared and policy and process reports.

SCI will perform a benchmarking assessment of City of Glendale policies and standards. Implementation recommendations will be developed based on this benchmarking assessment that will better align policies and standards with the SSA for all road users. Potential documents to be reviewed are access control, intersection control evaluation (ICE), VRU Crossing locations studies and treatments (e.g., FHWA Safe Transportation for Every Pedestrian (STEP)), street lighting design criteria for arterials and collector streets, Traffic Signal Operations (as they relate to safety), and the development of a safety study standard with Traffic Impact Studies and Statements for new development. Other items will be added to this list if they are identified per the crash and equity analysis findings.

SCI will review the City's current crash reporting policy and practices. Based on current practices and future needs to reach the VZP and SAP goals and objectives, SCI will develop policies and process guidebook for crash reporting in compliance with the SAP goals. The updated guidebook will include performance measures with regard to their effectiveness in meeting the Safety Action Plan's goals and objectives.

The SCI team will develop performance metrics for each countermeasure selected for inclusion in the SAP. The performance measures will be utilized to track the effectiveness of installed countermeasures over time.

DELIVERABLES: Policy/Standards Benchmarking Assessment, Performance Metrics, Summary of policy and standards updates recommendation.

Task 13 – Countermeasure Selection

- a) Workshop
 - i. Develop an agenda and lead up to four (4) formal workshops to gather input from the focus group on the potential countermeasures to be considered for deployment based on the type of crashes occurring in the City. The City staff and the Consultant Project Manager shall work together to determine if more workshops are needed as well as conference calls, face-to-face meetings, and/or webinars.
 - ii. Develop and lead a workshop with representatives from the focus group as determined by consultation with the project manager to educate stakeholders on the issues, to present the results of the data analysis, and to gather input on acceptable countermeasures and strategies.
- b) Based on the analysis and feedback from the workshops, draft a set of acceptable countermeasures that are generated from the stakeholder input.
- c) Develop a prioritized list of engineering countermeasures that serves as the basis for projects developed in the final report.
- d) Document and include in the final report countermeasures supported by the focus group but deemed unacceptable. The City shall approve the listing of

EXHIBIT A - Scope of Work

countermeasures to ensure that they are commensurate with the intent of the SAP Project.

The SCI team will use national guidance such as the FHWA's Proven Safety Countermeasures and the Safety Performance Function Clearing House to determine the best countermeasures and strategies to mitigate the most prevalent crash types causing severe injuries and fatalities in Glendale. Impacts and costs will be considered along with benefits. Countermeasures will be aligned with the Safe System Approach using the Safe System Roadway Design Hierarchy.

Central Creative will assist with planning and facilitating four (4) formal workshops and will provide a workshop summary.

SCI will develop an agenda and lead up to four (4) formal workshops to gather input from the focus group on the potential countermeasures to be considered for deployment based on the type of crashes occurring in the City.

COG PM will identify representatives from the focus group to educate stakeholders on safety issues, to present the results of the data analysis, and to gather input on acceptable countermeasures and strategies.

Based on the analysis and feedback from the workshops, SCI will develop a draft a set of prioritized list of engineering countermeasures to serves as the basis for projects developed in the final report. SCI will document and include in the final report, the countermeasures supported by the focus group but deemed unacceptable. The Core Team shall approve the listing of draft countermeasures to ensure that they are commensurate with the intent of the SAP.

DELIVERABLES: Workshop summary in a memorandum format. Draft and Final report summarizing the prioritized listing of traffic safety countermeasures. These items shall be included in the final Report to be submitted to the City to include workshop attendees and a summary of the minutes of the workshop in memo and subsequently in the final report.

Task 14 – Development of Specific Projects

- a) Identify processes in the ASHTO Highway Safety Manual (HSM) to ensure substantive safety is achieved, including in some instances using predictive analysis to help fine tune potential arterial segment and intersection projects (e.g., Highway Safety Manual 1st Edition, Volume 2, Chapter 12-- Predictive Method for Urban and Suburban Arterials -- Analysis Spreadsheet).
- b) Organize strategies and countermeasures into projects and programs and provide a prioritization ranking based on potential safety benefits and equity considerations. The main source for strategies will be FHWA Proven Safety Countermeasures (Proven Safety Countermeasures | Federal Highway Administration - Safety | Federal Highway Administration (dot.gov)) along with their Crash Modification Factors (CMF) (Crash Modification Factors Clearinghouse (cmfclearinghouse.org)).
- c) Select the appropriate countermeasures for each roadway and each intersection to address specific crash characteristics and high-risk roadway characteristics that were discovered through the data analysis. Consideration should be given to fiscal constraints and limitations associated with the acceptable deployments within the city roadway network.
- d) Evaluate new vehicle safety technologies (Advanced Driver Assist Systems (ADAS), Autonomous Vehicles (AV), or restraints) and how and when they will play a role in achieving the goals and objectives of the VZP and SAP.
- e) Document the methodology used to prioritize a list of locations to include

EXHIBIT A - Scope of Work

- in the final report. A CBR analysis shall be performed for these projects by using the current HSIP projects calculation methodology.
- f) Finalize a set of acceptable countermeasures for further analysis and consideration by the city based on the analysis and feedback from workshops.
 - g) Work with the City, and when appropriate, other stakeholders, to identify roadways and intersections which are prioritized from collision data analysis and cost-benefit ratio (CBR) for deployment of the prioritized countermeasures.
 - h) Develop a final report that meets the needs of the City while supporting the principles established by the Strategic Highway Safety Plan and the associated data analysis conducted.
 - i) Organize strategies and countermeasures into projects and programs and provide a prioritization ranking based on potential safety benefits and equity considerations. The main source for strategies will be FHWA Proven Safety Countermeasures (Proven Safety Countermeasures | Federal Highway Administration - Safety | Federal Highway Administration (dot.gov)) along with their Crash Modification Factors (CMF) (Crash Modification Factors Clearinghouse (cmfclearinghouse.org)).
 - j) Identify processes in the ASHTO Highway Safety Manual (HSM) to ensure substantive safety is achieved, including in some instances using predictive analysis to help fine tune potential arterial segment and intersection projects (e.g., Highway Safety Manual 1st Edition, Volume 2, Chapter 12-- Predictive Method for Urban and Suburban Arterials -- Analysis Spreadsheet).
 - k) Evaluate new vehicle safety technologies (Advanced Driver Assist Systems (ADAS), Autonomous Vehicles (AV), or restraints) and how and when they will play a role in achieving the goals and objectives of the VZP and SAP.

SCI will utilize the countermeasures developed in Task 13, to develop projects and programs and provide a prioritization ranking based on potential safety benefits and equity considerations. Consideration will be given to fiscal constraints and limitations associated with the acceptable deployments within the city roadway network.

SCI will also consider new vehicle safety technologies (Advanced Driver Assist Systems (ADAS), Autonomous Vehicles (AV), or restraints) and how and when these technologies will play a role in achieving the goals and objectives of the VZP and SAP. This will be a qualitative analysis. A CBR analysis will be performed for the ranked projects using the current HSIP projects calculation methodology.

SCI will develop a report detailing specific locations of potential projects (At least 5 locations – including template, layout, preliminary design of the improvement). This report shall clearly identify the location of project with the beginning and ending points of each project (if applicable), the type of safety improvement, estimated costs, and CBR. Locations might be corridor segments, signalized intersections, and maybe non-signalized intersections. Additionally, the methodology to select the projects shall be clearly identified. This report will be included in the final SAP Report for the City, with a prioritized list of low, medium, and high-cost project.

Check for Fit and Potential Adverse Effects on Disadvantaged Communities

For all strategies and countermeasures developed for this project, the SCI team will consider costs as well as both positive and negative impacts on the community. Strategies and countermeasures will be analyzed for potential unintended adverse effects on disadvantaged communities, and where possible, adaptations for local conditions will be recommended to avoid or mitigate adverse effects.

EXHIBIT A - Scope of Work

DELIVERABLES: Prioritized Ranking of Projects and Programs. Draft and Final Report summarizing the rankings based on one round of comments. A draft and final report detailing five specific locations of potential projects. These reports will be included in the final SAP Report with a prioritized list of low, medium, and high-cost project.

Task 15 – Implementation Strategy to Achieve SAP

- a) Using prior collected data and information developed above, develop projects and programs that will apply to all streets and intersections within the City of Glendale, which include the following:
- b) Establish a process requiring that all transportation projects have an independent safety review and sign off by the Transportation Director and/or the City Traffic Engineer to ensure that safety countermeasure are included in all CIP projects.
- c) Develop a list of projects and programs that involve infrastructural, operational, and behavioral safety and then what their role will be in achieving the plans short-term, mid-term, and long-term goal of reducing fatal and serious injury crashes.
- d) Develop a list of recommendations with regards to policies, standards, and other items that will require changes or additions in support of the SAP goals.
- e) Development of a sustainable safety program which outlines the yearly investment that is required to maintain the program and contribute toward the reduction of number and severity of crashes in the city.
- f) Include an estimated cost analysis of the projects and programs with a preliminary schedule based on anticipated available funding and steps to achieving short-term, mid-term, and long-term goals, to include the following:
 - i. Estimates regarding the short falls for programs and projects, including the following:
 - Funding and potential barriers associated with deployed technologies that could prohibit the city from achieving its safety goals and objectives, especially its long-term goal in eliminating fatal and serious injury crashes.
 - Funding or alternative strategies to achieve.
- g) Prioritize projects identified as part of the SAP grouped into short-term, medium-term, and long-term projects.

SCI will identify strategies that are directly applicable to the reduction in fatal and serious injury crashes in the identified high-risk areas and population. Additional strategies will also be proposed based on the quantitative and qualitative assessments of the safety and crash data and the outcomes of the public involvement process.

SCI will develop planning level cost estimates of the projects and program, and a preliminary schedule based on anticipated available funding and steps to achieving short-, mid-, and long-term goals. The analysis will also include estimates regarding the short falls for programs and projects, funding and potential barriers associated with deployed technologies that could prohibit the City from achieving its safety goals and objectives, especially its long-term goal in eliminating fatal and serious injury crashes. SCI will also identify opportunities potential funding sources or alternative strategies to achieve the City's goal.

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SCI will establish a process requiring that all transportation projects have an independent safety review and sign off by the Transportation Director and/or the City Traffic Engineer to ensure that safety countermeasures are included in all CIP projects. SCI will also develop a sustainable safety program which outlines the yearly investment that is required to maintain the program and contribute toward the reduction of the number and severity of crashes in the city. The process will prioritize FHWA Proven Safety Countermeasures, higher tiers on the Safe System Roadway Design Hierarchy, countermeasures that have systemic applications, ones that help reduce kinetic energy transfer during crashes, and strategies that leverage local investment in Intelligent Transportation Systems.

The SCI team will perform a benchmarking assessment of COG policies and standards. Implementation recommendations will be developed based on this benchmarking assessment that will better align policies and standards with the SSA.

DELIVERABLES: Draft and Final report, based on one set of comments from the City, summarizing the safety program and an outline of the yearly investment that is required to maintain the program. The report will include an estimated cost analysis of the projects and programs with a preliminary schedule based on anticipated available funding and steps to achieving short-term, mid-term, and long-term goals.

Task 16 – Funding Stream

- a) Develop a funding strategy that will aid with the implementation of the SAP.
 - i. Identify potential funding streams, both internal to Glendale and external sources including regional, state, federal, grant funding and others.
 - ii. Match potential funding streams with the prioritized projects from the SAP.

SCI will develop a funding strategy that will aid with the implementation of the SAP. SCI will identify potential funding streams, both internal to Glendale and external sources including regional, state, federal, grant funding and others. SCI will assist in the development of matching potential funding streams with the prioritized projects from the SAP.

DELIVERABLES: list of potential funding streams. A preliminary programming schedule.

Task 17 – Final Safety Action Plan Report

- a) Aggregate and summarize all data and information documented in previous steps to develop a comprehensive SAP and presentations.
- b) Prepare and submit a draft SAP for review and comment.
- c) Schedule a comment resolution meeting.
- d) Prepare a final draft VZP and SAP report and an Executive Summary of the final plan once all comments on the draft VZP and SAP have been resolved and incorporated.

SCI will prepare a draft SAP report for review by City's PM and the Core Team, CTOC and the EAPLC. The report will include all the required components as described above and a fiscally unconstrained implementation matrix that includes a list of projects prioritized using quantitative data (the high-injury and high-risk networks) and weighted towards intersections and segments that have a high potential for crash reduction.

City of Glendale reviewers will be provided a minimum of two weeks to review the draft SAP and provide comments. The final progress meeting will be used as a comment resolution meeting. All agreed-upon

EXHIBIT A - Scope of Work

comments and recommendations will be incorporated into the final report. SCI will incorporate all comments in the final draft VZP and SAP report. SCI will also develop an Executive Summary of the final plan once all comments on the draft VZP and SAP have been resolved and incorporated.

DELIVERABLES: Final Vision Zero Plan and Safety Action Plan. Executive Summary. All draft documents will be revised based on one set of comments from the City to develop the final documents.

Task 18 – Presentations and Surveys

- a) Prepare and present to the City Council introducing the SAP.
- b) Prepare and present the draft SAP to both the CTOC and the EAPLC. This presentation's goal will be to spur input and review of the draft plan.
- c) Prepare in detail a presentation on the content of the Final SAP.
- d) Present the Executive Summary of final plan.
- e) Present to CTOC and City Council for recommendation for approval of the Action Plan.
- f) Develop two public surveys to ensure this Plan is developed with balanced and comprehensive input and consideration. 1st survey would be conducted at the beginning of the project and the other survey at the end. The Surveys should identify public needs regarding transportation services and safety. The consultant may suggest if additional surveys are needed. Surveys shall include questions related to the use of vehicle restraints, model years, and whether citizens own a vehicle with ADAS. The goal of surveys will be to assess where Glendale residents/public are in terms of being Safe Road Users and the Safety of the Vehicle they drive. Of particular interest is an estimate of whether they have vehicles with airbags and how this might relate to data gathered in an early task.
- g) Conduct at least two sets of three public meetings that will be held at different locations within the city. The first set will be held at the beginning of the Plan development and then the second set once the draft Plan has been developed. Each of these will be designed so all stakeholders can offer direct input and comment.
- h) Identify other non-traditional ways, other than public meetings, to engage residents to encourage them to provide feedback during the development of the plans. This includes setting up booths at other meetings and events that generate large turnouts.

Presentations

SCI will prepare a presentation and give a presentation to:

- the City Council introducing the SAP.
- to both the CTOC and the EAPLC the Draft SAP to gather input and review of the draft plan.
- CTOC and City Council for recommendation for approval of the Action Plan.

Surveys

Central Creative will work with the team to develop two public surveys to ensure the plans are developed with balanced and comprehensive input and consideration. The goal of surveys will be to assess where Glendale residents/public are in terms of being Safe Road Users and the Safety of the Vehicle they drive. Of particular interest is an estimate of whether they have vehicles with airbags and how this might relate to data gathered in an early task.

The first survey will be conducted at the beginning of the project and another at the end. The Surveys will be designed to identify public perceptions regarding transportation services and safety and will include

EXHIBIT A - Scope of Work

questions related to the use of vehicle restraints, model years, and whether citizens own a vehicle with ADAS.

Outreach and engagement materials also will be aimed at finding out which safety measures the community thinks are appropriate and acceptable, which ones are not acceptable, and which ones the public might accept if they learn more and embrace the culture of safety. We also will work to assess how Glendale residents view themselves in the context of being safe road users and understanding the safety of the vehicle they drive.

Pop-up Events

To kick off the outreach and engagement campaign, we will Develop a simple card that says “The best way to make Glendale’s streets safer is _____” and ask people to write their thoughts and pose for a picture with their card. This will be accomplished by stationing our team (aka pop-up events or tabling events) at places that naturally draw Glendale residents such as grocery stores, locally owned businesses like coffee shops, home improvement stores, Arrowhead Mall, high schools, community centers, libraries, local events, etc. Assume 12 pop-up locations. This task also includes refinement of the general project publicity (i.e., website updates, updated social graphics, e-news and news release text) to announce pop-ups, and development of a Round 1 Outreach Report and association presentation materials to report to EAPLC, Core Team, CTOC, City Council.

Public Meetings

Central Creative will work with the team to conduct two sets of three public meetings that will be held at different locations within the city for a deeper dive into the conversations surrounding the community surveys. The first set will be held at the beginning of the Plan development and the second set once the draft Plan has been developed. Each of these will be designed so all stakeholders can offer direct input and comment.

DELIVERABLES: Presentations, Survey, Survey Report, Stakeholder Meetings and Stakeholder Meeting Reports. Draft and final SAP Report, Summary of comments and Resolution, Final VZP. Executive Summary and slide deck of VZP and SAP.

Task 19 – Interjurisdictional and Emergency Medical Services Coordination

- a) Coordinate with the ADOT, Maricopa County Department of Transportation (MCDOT), City of Phoenix Street Transportation Department (Phoenix), City of Peoria Engineering Department (Peoria), Luke Airforce Base (Luke), City of Surprise Transportation Department (Surprise), City of Goodyear Development Services (Goodyear), City of El Mirage (El Mirage), and City of Litchfield Park (Litchfield) to identify common issues and approaches on addressing the SAP programs and projects that will require multi-jurisdiction participation and cooperation.
- b) Coordinate with five different hospitals in the City that offer emergency room (ER) and post-crash care to determine the level of care that is provided. Based on these findings, and additional outreach effort will be made to hospitals that are near the City that also have ERs to determine the level of care provided.

SCI will coordinate with the ADOT, Maricopa County Department of Transportation (MCDOT), City of Phoenix Street Transportation Department (Phoenix), City of Peoria Engineering Department (Peoria), Luke Airforce Base (Luke), City of Surprise Transportation Department (Surprise), City of Goodyear Development Services (Goodyear), City of El Mirage (El Mirage), and City of Litchfield Park (Litchfield)

EXHIBIT A - Scope of Work

to identify common issues and approaches on addressing the SAP programs and projects that will require multi-jurisdiction participation and cooperation.

SCI will Coordinate with five different hospitals in the city that offer emergency room (ER) and post-crash care to determine the level of care that is provided. Based on these findings, and additional outreach effort will be made to hospitals that are near the city that also have ERs to determine the level of care provided.

DELIVERABLES: Jurisdiction Coordination Report, ER and Post-Crash Care Report.

Task 20 – Implementation Project Grant Application & Submittal

Depending on remaining budget and time, the consultant is to prepare and apply for the Safe Streets for All (SS4A) implementation grant.

The consultant shall include in the proposal a number of projects in which they can accommodate in project budget to submit for implementation Grants. The projects will be prioritized as follows:

- 1) Arterial Corridors (5 miles min. segment length – 3 corridors)
- 2) Collector Corridors (5 miles min. segment length) – 2 corridors
- 3) Intersections (5 min. intersections)

A conceptual planning level design will be developed for each project. In addition, a detailed planning level estimate will be developed for each project. Upon completion of the conceptual plan and estimate, complete a Grant application for SS4A implementation project grant. Emphasis/priority should be given to corridor projects.

The SCI team will develop very high-level conceptual plans along with planning level cost estimates and apply for the Safe Streets for All (SS4A) implementation grant for the following:

1. Arterial Corridors 5-mile segment length - 1 corridor
2. Collector Corridors 5-miles segment length - 1 corridor
3. Intersection - 1 intersection

The selected corridors and intersections for implementation grants will be facilities that are like other facilities with similar safety issues, so that the improvements can be replicated in other corridors as well through the implementation process.

DELIVERABLES: Three sets of very high-level plans and cost estimates along with one SS4A Implementation Grant application.

Task 21 – Project Management and Coordination Activities

EXHIBIT A - Scope of Work

Project Management Plan

Marta will coordinate with the City of Glendale's (COG) Project Manager (PM) to prepare a Project Management Plan (PMP) that will define the scope of work, the project goals and objectives. The detailed project schedule will be refined to identify key milestones and deliverables. Marta will meet with COG PM to determine communication protocol, scheduled progress meetings, determine coordination efforts with other departments and projects, determine meetings and presentations for other leadership committees.

Project Kick Off Meeting

SCI will prepare an agenda and presentation for both the VZP and SAP Kick-Off meetings. Following the meetings, notes summarizing the discussion will be prepared and distributed.

Progress Meetings

SCI will provide a total of 16 progress meetings to be held on a monthly basis. SCI will prepare agendas for the meetings and prepare meeting minutes summarizing the discussion.

Project Administration

SCI will provide general project administration and billing for the project, including preparation of monthly invoicing throughout the duration of the project, monitoring project budgets, and managing documentation. Additionally, Marta will send bi-weekly progress emails to the PM, providing a detailed overview of the project's status, milestones achieved, challenges encountered, and the proposed actions to address any issues.

Coordination with Other Projects/Departments

SCI will facilitate up to two coordination meetings with other projects and/or other COG Departments. SCI will prepare agendas for the meetings and prepare meeting minutes summarizing the discussion.

Leadership Meetings and Presentations

SCI will prepare a slide deck of the final product and provide up to two formal presentations once the project is complete or nearing completion.

Schedule

The project schedule is attached in Exhibit B. As needed, based on agreement with COG PM, the schedule will be updated as necessary.

Quality Control

SCI's Quality Manager, Jackie Noblitt, P.E. will develop a project-specific quality control plan that outlines the quality control plan and the staff that will be performing the checks. Jackie in close coordination with Marta will schedule time for the team to perform thorough QC reviews in advance of submittals. The project-specific quality control plan will specify the documenting and checking QC procedures to ensure they are followed.

DELIVERABLES: Project Plan and Schedule, Project Kick Off Meeting Agenda and notes for VZP and SAP, 16 Monthly Progress Meetings agendas and notes, 2 Coordination Meetings, 2 Leadership Presentations, Monthly Invoicing, Quality Control Plan. (See Exhibit A Schedule)

EXHIBIT B
Professional Services Agreement

COMPENSATION

METHOD AND AMOUNT OF COMPENSATION

Per section 4 Compensation.

NOT-TO-EXCEED AMOUNT

The total amount of compensation paid to Consultant for full completion of all work required by the Project during the entire term of the Project must not exceed \$999,792.

DETAILED PROJECT COMPENSATION

See attached Pricing Workbook.



City of Glendale
Solicitation Number: RFP 24-09 / 42400086
Development Of Vision Zero And Safety Action
Plans
PRICING WORKBOOK

CITY OF GLENDALE
Procurement Department
5970 West Brown Street,
Suite 210
Glendale, Arizona 85302
 EXHIBIT B

3. PRICING/COST WORKBOOK

Contractor must complete the Pricing Schedule below. Any items not clearly listed on Contractor’s submitted price proposal will be considered included in Contractor’s price at no additional cost to the city. All pricing should contemplate compliance with the performance requirements as specified in the Scope of Work.

Instructions:

- a. The cost proposal must be submitted separately from the rest of the written proposal.
- b. Cost proposals shall be quoted as an all-inclusive fixed fee for services.
- c. All inclusive – covers all direct and indirect necessary expenses including but not limited to: travel, telephone, copying, and other out-of-pocket expenses.
- d. Not to Exceed – The actual fees shall not exceed the amount specified in fee proposal.

PRICE SCHEDULE

Task Id	Project Task / Description	Est. Hours	Hourly Rate	Total Cost
4.1- Task 1	Project Initiation, Create Executive and Core Teams	293	\$ 234.95	\$ 68,839.00
4.2 – Task 2	Vision Zero Plan and all subtasks	770	\$ 214.55	\$ 165,207.00
4.3 – Task 3	Safety Action Plan and all subtasks	242	\$ 218.60	\$ 52,900.00
4.5 – Task 4 & 5	Project Schedule & Quality Control	86	\$ 282.28	\$ 24,276.00
4.6 – Task 6	Progress and Transparency	66	\$ 231.09	\$ 15,252.00
4.7 – Task 7	Data Collection (Minimum 5 Years (2018 to 2023) and Analysis	126	\$ 230.98	\$ 29,104.00
4.8 – Task 8	Data Collection	288	\$ 381.88	\$ 109,980.00
4.9 – Task 9	Safety and Speed Assessment	310	\$ 254.46	\$ 78,884.00
4.10 – Task 10	Neighborhood Safety	154	\$ 276.17	\$ 42,530.00
4.11 – Task 11	Equity / Environmental Justice Analysis	168	\$ 200.67	\$ 33,712.00
4.12 – Task 12	Process / Policy Guidebook	184	\$ 217.74	\$ 40,064.00
4.13 – Task 13	Countermeasure Selection	176	\$ 234.25	\$ 41,228.00



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4.14 – Task 14	Development of Specific Projects	148	\$ 226.14	\$ 33,468.00
4.15 – Task 15	Implementation Strategy to Achieve Safety Action Plan	106	\$ 205.92	\$ 21,828.00
4.16 – Task 16	Funding Stream Identification	58	\$ 216.00	\$ 12,528.00
4.17 – Task 17	Final Safety Action Plan Report	288	\$ 204.83	\$ 58,992.00
4.18 – Task 18	Presentations and Surveys	467	\$ 164.99	\$ 77,049.00
4.19 – Task 19	Interjurisdictional and Emergency Medical Services Coordination	32	\$ 192.63	\$ 6,164.00
4.20 – Task 20	Implementation Project Grant Application & Submittal	120	\$ 264.90	\$ 31,788.00
Task 21	Project Management and Coordination Activities	0	\$ 0	\$ 0
	TOTAL PROJECT COST	4,082		\$ 943,793.00

DISCOUNT/PAYMENT TERMS: The City standard is 2% 20 days

Comply: YES NO

If your answer is NO, please state terms offered: (Enter discount rate if payment in 20 days) %

PAYMENT Contractor shall provide monthly statements of itemized services. Payment will be reviewed and approved by the Contract Administrator or designee. The itemized statement shall not exceed the proposal fee in this Section.

TAX AMOUNT Do not include any use tax or federal tax in your proposal.

OFFEROR NAME: Stanley Consultants, Inc.