

April 4, 2026

John Wilson
City of South San Francisco
400 Grand Avenue
South San Francisco, CA 94080

RE: Scope Changes for Vision Zero Action Plan

Dear Johnny,

Based on our recent conversations regarding desired scope changes for the City's upcoming Vision Zero Action Plan, I wanted to document our understanding. Below I am attaching a redline version of the scope that was originally released in the RFP issued November 4, 2025. You will see deletions in strikethrough and additions in red text.

Edited Scope of Work

When responding to this RFP, the City requests that respondents share their approach to each of the following tasks. The City especially invites respondents to provide suggestions for enhancing the scope of work, and to identify additional or optional tasks that could benefit and improve this effort. All public-facing documents, visuals, web content, and digital tools must be ADA-compliant.

Task 1. Project Kick-off & Management**Task 1.1 Project Team Kickoff**

The consultant will lead a project kickoff meeting with the City staff project team. During this meeting, the consultant team and staff will discuss the project goals, key issues, expectations, project milestones/timeline, anticipated community engagement strategy, and deliverables.

The consultant will also assist staff in documenting and reaffirming leadership commitment to Vision Zero, consistent with FHWA's SS4A Action Plan requirements. This may include updating the City Council's 2021 Vision Zero Policy and resolution, documenting interdepartmental collaboration, and confirming shared accountability across departments for meeting Vision Zero goals.

Task 1.2 All-Department Kickoff

The consultant will also lead a "Big Tent" kick-off meeting which includes staff from all City Departments. The purpose of this meeting is to introduce the planning process, and to get early input and buy-in.

Task 1.3 Ongoing Project Management

The consultant team will schedule and facilitate regular virtual check-in meetings with the City project team. The consultant team will provide a regularly-updated project schedule and submit monthly progress reports and invoices.

Deliverables:

- Two kick-off meetings, one for the project team and one for all City Departments; includes agenda preparation and facilitation
- Assistance with reaffirmation and documentation of City's commitment to Vision Zero
- Regular check-in meetings, including agenda preparation and facilitation
- Monthly progress report and invoice
- Project schedule

Task 2. Data Collection & Needs Assessment

The consultant will compile and analyze available plans, policies, and safety data to establish a comprehensive understanding of traffic safety conditions in South San Francisco. This task will integrate findings from adopted and in-progress plans—including the General Plan, Local Road Safety Plan, Active South City Plan, and Racial & Social Equity Plan—with recent crash, demographic, and transportation data.

Task 2.1. High Injury and Equity Index Maps

The consultant will develop an updated High Injury Network and Intersections Map and Equity Index Map to identify locations and populations most affected by severe and fatal crashes. The maps should illustrate where crash concentrations overlap with equity-priority areas, helping to pinpoint where investments will have the greatest safety and equity impact. The equity analysis will guide how safety investments are prioritized to reduce disparities in crash exposure and outcomes across neighborhoods and populations.

The consultant will use available datasets (e.g., SWITRS, TIMS, and the Metropolitan Transportation Commission's Equity Priority Communities framework) to support this analysis. These maps will provide a shared foundation for project ranking and prioritization in later tasks. The maps must be automatically updated by referencing existing data sources.

Task 2.2. Needs Assessment Report

The consultant will synthesize data and findings into a concise Needs Assessment Report that identifies the City's most significant safety challenges and opportunities. The report will summarize systemic risk factors, trends by mode, and areas of concern across the transportation network. It will also integrate insights from relevant plans and policies to ensure consistency and alignment.

This report will form the foundation for developing Vision Zero goals, performance measures, and prioritized actions.

Deliverables:

- Consolidated Data and Policy Review Summary
- High Injury Network and Intersections Maps – both static (PDF) and dynamic (GIS or web-based) versions, capable of being updated by City staff or automatically.
- Equity Index Map and Overlay Analysis – both static (PDF) and dynamic (GIS or web-based) versions showing overlap between equity-priority areas and high-injury locations, with a short narrative summary of findings.
- Needs Assessment Report – a single synthesis document (technical memorandum or presentation slide deck) that compiles the above findings, identifies key safety issues and systemic challenges, and summarizes opportunities to inform development of Vision Zero goals and priorities.

- Ordinance language for City Council identifying the High Injury Network as meeting the California Vehicle Code definition of a Safety Corridor.

Task 3. Goals and Objectives

Building on the findings of the Needs Assessment, the consultant team will draft clear, actionable, and measurable goals and objectives to guide the Vision Zero Action Plan. The goals should align with adopted City policies and best practices and be tailored to South San Francisco's context.

Draft goals and objectives will be reviewed with City staff and refined through the first round of community engagement.

Deliverables:

- Draft and final Goals & Objectives document (with up to two rounds of revisions)

Task 4. Community Engagement

The consultant will design and implement a comprehensive, inclusive community engagement strategy to inform the Vision Zero Action Plan. Engagement will reflect South San Francisco's diversity and values, ensuring that residents, business owners, and community partners – particularly those most affected by traffic safety issues – have meaningful opportunities to participate. The City will provide meeting venues, childcare, and assist with outreach coordination, while the consultant team will serve as the lead for facilitation, materials preparation, translation, and documentation.

The outreach and engagement events and activities should be accessible, multilingual, and responsive to community needs, using both in-person and digital tools to reach a broad audience.

Task 4.1. Engagement Strategy

The consultant will develop a Community Engagement Workplan outlining the overall strategy for outreach, communications, and participation. The workplan should define:

- Engagement goals, guiding principles, and equity approach
- Key stakeholder groups and outreach channels
- Schedule and milestones for engagement activities
- Coordination with existing City projects and communication platforms

The consultant will also establish project branding – including a project logo and visual identity – to create consistent and recognizable outreach materials.

Task 4.2. Vision Zero Task Force

The consultant team will assist in the formation of a Vision Zero Task Force which is comprised of City staff, regional agencies, and local partners. Members may include:

- City staff from the City Manager's Office, Public Works Department, Police Department, Fire Department, Economic & Community Development Department, and others
- Regional agencies such as SamTrans
- Local partners such as community-based organizations, Silicon Valley Bicycle Coalition, Oyster Point Mobility Group, and others.
- Other stakeholders, as determined.

The consultant team will:

- Prepare the agendas, presentations, and any materials for the meetings
- Provide a light meal
- Present materials and facilitate the discussion during the meetings

The consultant team should plan for at least four (4) meetings of the Task Force, and should recommend additional, if needed, to guide the development of the plan.

Task 4.3. Engagement Activities

The consultant will facilitate engagement activities to gather input and build consensus around Vision Zero goals and actions. Activities should combine in-person and online methods to ensure meaningful participation and equitable representation.

Core activities may include:

- Workshops or open houses (up to two) that are interactive and accessible, with food, translation, and childcare coordination as needed.
- Participation booths at City-hosted events (up to four).
- Targeted meetings with community-based organizations representing equity-priority communities.
- Online engagement tools, such as surveys or interactive maps, to collect feedback digitally.
- Presentations to City advisory bodies, including the Bicycle & Pedestrian Advisory Committee and Traffic Safety Commission.

All engagement materials must be ADA-compliant and available in Spanish, Tagalog, and Traditional Chinese.

Task 4.4. Engagement Summary Report

The consultant will prepare a Community Engagement Summary Report that documents all outreach activities, summarizes community input, and highlights key themes, priorities, and concerns raised during the engagement process. The report should include photos, maps, and visuals to illustrate the breadth of participation and findings.

The consultant will also prepare a slide deck summarizing engagement results for use at public meetings and on the project website.

Deliverables:

- Community Engagement Workplan (draft and final)
- Project logo and visual identity
- Workshop and event materials (handouts, presentations, etc.)
- Online engagement tool and summary of responses
- Presentation materials for City committees and community partners
- Community Engagement Summary Report (draft and final)
- Presentation of key findings (slide deck or visual summary)

Task 5. Priority Actions: Projects, Policies, and Programs

Building on the Needs Assessment, collision and equity analyses, and community/Task Force input, the consultant will develop a prioritized package of projects, policies, and programs that advance the City's Vision Zero goals. The prioritized actions list will include a comprehensive, citywide set of proposed projects, policies, and programs addressing systemic safety issues. The consultant will organize

recommendations by near-, mid-, and long-term horizons to support future SS4A implementation funding applications.

Task 5.1. Prioritization Framework

- Create a transparent scoring rubric (e.g., safety impact, equity benefit, feasibility, cost, deliverability, community support).
- Document data sources, weighting, and process to ensure repeatability.

Task 5.2. Prioritized Actions List (Projects & Policies)

- Produce a consolidated list of capital projects and policy/program actions with plain-language descriptions, location maps (as applicable), and expected safety outcomes.
- Identify performance metrics per item (e.g., KSI reduction potential, speed compliance, yielding rates, school-area safety indicators).

Task 5.3. Near-Term Delivery Package (1–2 Years)

- In partnership with City staff, select a near-term subset of projects, policies, and/or programs for early delivery.
- **Using the findings from Task 2, develop quick-build guidance to improve safety related to a primary crash factor (speed, visibility, turning movements, etc)**
- **Develop concept plan, cost estimate, and timeline document for implementation**
- ~~Prepare 30% concept layouts (or refine existing concepts), planning level cost estimates, implementation timelines, and assumptions. Concept layouts are intended to illustrate key design elements and dimensions, not to serve as engineering design drawings.~~

Task 5.4. Policy & Program Toolkit

As appropriate for South San Francisco, develop draft materials and implementation guidance for:

- Speed Management (AB 43): corridor eligibility, technical findings, draft resolutions, and maps. **Identify a subset of corridors to apply AB 43 and provide guidance through the approvals process, including developing messaging for City Council support.**
- Daylighting Standards (AB 413): City-specific standards, detail sheets, and ordinance language as needed.
- Safety Corridor Designation: criteria matrix, designation maps, and draft ordinance.
- Local Road Safety Plan Alignment/Update: methodology, update protocol, and schedule.
- ~~Standard Drawings Updates: bicycle, pedestrian, and traffic calming details (CAD/PDF) aligned with Caltrans/CA MUTCD/NACTO.~~
- Neighborhood Traffic Calming Program (NTCP) Review: options to restart/revise, and a draft program framework (process, criteria, toolkit).
- Review [SSFMC Section 11.20.200: Bicycles – Riding on Sidewalk or Roadway](#), and provide proposed revisions.
- Multi-Jurisdictional Data/Crash Analysis: roles and data-sharing with partners ~~(e.g., Caltrans)~~. **including local Level One trauma centers.**
- Intelligent Speed Assistance (ISA) / fleet or pilot policies (if directed).

Task 5.5. Funding & Phasing Roadmap

- Identify potential funding sources, match considerations, and partnerships.
- Provide a phased roadmap (near/mid/long term) tied to grant calendars and delivery constraints.

Deliverables:

- Prioritization Methodology Memo (criteria, scoring, weighting).
- Prioritized Actions List (projects, policies, and programs) with location maps and summary sheets.
- Near-Term Delivery Package:
 - ~~30% concept layouts (PDF/CAD) and typical sections/details.~~ ○ ~~Planning level cost estimates (XLS).~~
 - Implementation timelines and dependencies.
- Policy & Program Toolkit:
 - Draft ordinances/resolutions (AB 43, AB 413, Safety Corridors, sidewalk bicycling, if applicable).
 - ~~Updated/proposed standard drawings (CAD/PDF with index and revision notes).~~
 - LRSP alignment/update package (method, schedule, roles).
 - NTCP Options Memo and, if directed, Draft Program Framework.
- Funding & Phasing Roadmap (grant matrix, match strategy, partner roles).
- Performance Metrics Register (per item expected outcomes and measurement approach).

~~Task 6. Quick-Build Demonstration Projects~~

~~To test innovative street design concepts and build community support for Vision Zero, the consultant will propose and assist in planning temporary quick-build or demonstration projects. These installations will allow the City to pilot safety improvements using low-cost, reversible materials and gather feedback from the community before permanent changes are pursued.~~

~~Projects should illustrate proven safety countermeasures that align with Vision Zero principles — such as daylighting, protected crossings, or traffic calming — and should be feasible to implement within existing right-of-way and budget constraints.~~

~~The consultant will work with City staff and stakeholders to identify up to three candidate locations, develop conceptual layouts, and outline materials, permitting needs, and evaluation methods. The consultant will document key findings and lessons learned to inform the Action Plan's project list, evaluation metrics, and near-term implementation priorities. Quick-build demonstration projects are intended as scalable planning exercises; implementation may be subject to available budget and City approval.~~

~~Deliverables:~~

- ~~Summary memo identifying and evaluating candidate demonstration sites~~
- ~~Concept layouts and material recommendations for up to three projects~~
- ~~Evaluation summary (observations, feedback, and safety insights)~~
- ~~Brief section or appendix for integration into the Vision Zero Action Plan~~

Task 7. Community Education Campaign

Using collision findings, priority actions, and community feedback, the consultant will design a three-year education and communications campaign that is research-informed, culturally responsive, and measurable.

The campaign plan shall:

- Define audiences, behavioral objectives, and key messages (e.g., speed, yielding, daylighting, safe turning, school-area safety).

- Propose tactics and channels (e.g., social media, short videos, print collateral, bus ads, partner toolkits, school outreach).
- Include a content calendar and sequencing that supports near-term projects and policy roll-outs.
- Specify KPIs and a measurement plan (e.g., impressions, click-throughs, pre/post awareness, observed speeds, yielding rates, near-miss proxies where feasible).
- Provide a budget aligned to Year 1 cap of \$20,000 in direct implementation expenses and \$10,000 in each of Years 2-3 (exclusive of consultant labor), with scalable options.
- Coordinate with statewide campaigns (e.g., Go Safely California) where materials can be leveraged.

Up to three (3) rounds of revisions are anticipated before finalizing the campaign.

Deliverables:

- Education & Communications Strategy (audiences, objectives, messages, KPIs).
- Three-Year Implementation Plan (content calendar, roles, partner amplification).
- Creative Toolkit (branding, message templates, social/digital assets, print-ready files).
- Measurement Plan (baseline needs, data sources, pre/post instruments, reporting cadence).
- Year-1 Execution Plan & Budget (aligned with \$20,000 direct-expense limit), plus outline budgets for Years 2–3 (\$10,000 each).

Task 8. Evaluation Framework

The consultant will develop a clear, annual evaluation framework to track progress toward Vision Zero goals and inform continuous improvement. The framework should align with the Vision Zero Data Dashboard (Task 11) and the City’s reporting practices.

The framework will establish quantitative targets for annual and long-term reductions in fatal and severe injuries, consistent with SS4A guidance. Baselines and interim milestones will be developed for each mode and equity-priority geography to measure progress over time.

The framework shall:

- Establish annual reporting protocols, roles, and timelines (who does what and when).
- Define core metrics (e.g., fatal and severe injuries by mode; speeds; yielding; school-area safety; equity distribution of investments and outcomes).
- Identify baselines and interim targets, with methods for updating as better data becomes available.
- Describe data sources, refresh frequency, and QA/QC processes (e.g., SWITRS/TIMS updates, City speed studies, project logs).
- Provide standard templates (scorecard, one-page summaries, Commission/Council update slides).
- Specify trigger points for corrective action (e.g., if targets are not met, what adjustments are considered).
- Include accessibility and plain-language guidelines for public-facing materials.

Deliverables:

- Evaluation & Monitoring Framework (methods, metrics, roles, schedule).
- Annual Report Template (editable format for web and print).
- Performance Scorecard Template (Citywide and corridor/project level).
- Data Dictionary & Update Protocol (sources, cadence, QA/QC, responsibilities).

Task 9. Vision Zero Action Plan

The Consultant shall prepare a Vision Zero Action Plan for the City of South San Francisco that consolidates the data analyses, technical findings, and community input from previous tasks into a clear, actionable document. The Plan will serve as the City's guiding framework for eliminating fatal and severe injury crashes and for integrating Vision Zero principles into City policies, capital programs, and day-to-day decision-making.

The Plan shall be written in plain language that is accessible to a wide audience, avoiding overly technical terms and jargon. All drafts and the final Plan must be prepared in a format that is fully compliant with the Americans with Disabilities Act (ADA) and accessible for web publication and public distribution.

The Consultant is encouraged to propose innovative approaches for organizing and presenting information, including visual summaries, infographics, interactive content, or other formats that enhance communication and usability. The City welcomes creative layouts and user-friendly design concepts that make the Plan engaging to both technical and non-technical audiences.

Task 9.1. Preparation and Review Process

The Consultant shall lead the preparation and revision of the Vision Zero Action Plan through an iterative review process, in coordination with the City's project team and Vision Zero Task Force.

The process is anticipated to include:

- Administrative Draft: Prepared for review by the City project team.
- Task Force Draft: Revised version incorporating City comments, distributed to the Vision Zero Task Force for review and discussion.
- Public Review Draft: Version for public and policymaker review, incorporating feedback from the Task Force.
- Final Plan: Incorporating public comments, final revisions, and City approval.

The Consultant may recommend adjustments to the number or type of drafts to achieve efficient review and high-quality outcomes.

Task 9.2. Presentation and Adoption Support

The Consultant shall support City staff in presenting the Vision Zero Action Plan to the Planning Commission, City Council, and other relevant committees as directed. This support may include the preparation of a presentation slide deck, meeting materials, and attendance (in person or virtually) at up to four public meetings to present findings, respond to questions, and assist staff with adoption proceedings.

Deliverables:

- Vision Zero Action Plan – Administrative Draft, Task Force Draft, Public Review Draft, and Final version
- Presentation Slide Deck – For Planning Commission and City Council meetings (up to four)
- Attendance and Support – Participation in public and Council meetings as directed
- Data and Documentation Transfer – All datasets, GIS layers, figures, and editable materials produced during the project

Task 10. Vision Zero Data Dashboard

To track progress toward Vision Zero and make safety performance transparent to the public, the consultant will design a Vision Zero Data Dashboard that summarizes key safety metrics in a clear, visual, and updatable format.

The dashboard should allow City staff and community members to easily understand trends in crashes, project delivery, and equity outcomes. The system should be simple to maintain and update, drawing on existing datasets (e.g., SWITRS, TIMS, or City data) through manual or automated refresh processes.

The consultant should recommend modern, sustainable tools or platforms – such as GIS-based dashboards or web-embedded visualization systems – and propose ways to align the dashboard with the Evaluation Framework developed under Task 8. The dashboard will serve as the City’s primary tool for transparent, public-facing reporting of Vision Zero progress.

Deliverables:

- Dashboard concept and design proposal (layout, metrics, and data sources)
- Interactive, web-based Vision Zero Dashboard prototype
- User guide with instructions for City staff to maintain and update data
- Brief summary memo of recommendations for future enhancements

Summary of Changes

We agree to the above changes, the most significant of which are:

- Elimination of Task 6 entirely
- Elimination of design standards and conceptual designs as deliverables
- Addition of guidance and process of applying AB 43 to reduce speed limits in the City

Thank you very much for the opportunity to bid on this project. We are looking forward to working with you.

Sincerely,



Shannon Hake, AICP | Oakland Office Director

TOOLE DESIGN

360 22nd Street, Suite 501 | Oakland, CA 94612
SHake@tooledesign.com | 510.298.0740