

Draft Memorandum

Date: November 18, 2022

To: Yader Bermudez and Patrick Phelan, City of Richmond

From: Ryan McClain and Molly Riddle, Fehr & Peers

Subject: City of Richmond Traffic Safety Implementation Program

WC22-3874

Fehr & Peers is providing the City of Richmond with transportation and traffic engineering support to assist with a variety of tasks, one of which includes responding to resident requests for traffic control and safety interventions throughout the City, referred to as the Traffic Safety Improvement Program. This memorandum describes how the program's traffic safety projects are identified, tracked, evaluated, and prioritized for funding and implementation.

Project Intake & Tracking

Traffic safety projects are first identified by City of Richmond Engineering Division staff who receive project requests directly from members of the public and other City representatives (e.g., Councilmembers). Potential projects are submitted via email, phone, hard-copy letter, and other forms such as formal petitions for traffic calming (i.e., speed hump and stop sign requests). The latter requires residents to complete and submit the City of Richmond's standard petition form and, in some cases (e.g., speed humps), must receive Neighborhood Council approval prior to being submitted to the City. Requests are acknowledged by City staff and then, if appropriate, forwarded to Fehr & Peers for intake, evaluation, and potential implementation through various funding sources. Funding includes \$750,000 allocated by City Council on June 21, 2022 as well as various local, State, and Federal transportation grants.

Project intake involves logging key project attributes in a tracker accessible to the City and Fehr & Peers. Not all attributes are initially available but are updated as projects are evaluated by the engineering and planning team. Attributes include the following (see **Appendix A** for detailed descriptions and **Appendix B** for the current list of projects):

- Project Identifiers Project Status, Project Category, Location, City Council District, Request Received Date, Issue & Preliminary Recommendation, Type, Crosswalk Evaluation Results
- Sorting Criteria Identification of the project location and/or transportation concern relative to the Metropolitan Transportation Commission's Equity Priority Communities,¹ Local Road Safety Plan (LRSP) High Injury Networks (HINs), LRSP Collision Profiles, City of Richmond Pedestrian Master Plan Key Corridors, City of Richmond Bicycle Master Plan Key Corridors, other relevant citywide or subarea studies and plans
- Cost Estimate Identified assumptions for a cost estimate, Conceptual Cost Estimate
 (provided as a high level estimate based on available project data required to support an
 effective near-term project). Cost estimates will be refined as projects are further
 developed.

Development of Recommendations

In consultation with City staff, Fehr & Peers reviews project requests and identifies a recommended course of action. Evaluation includes review of the original request details and supporting documentation, location-specific collision history and traffic volumes, and pertinent existing plans and policies, consultation with representatives of relevant City departments and institutions (e.g., Police Department, Fire Department, Richmond Bicycle and Pedestrian Advisory Committee, Richmond schools, etc.), and application of transportation engineering best practices. Where appropriate, this process includes application of the Feasibility Analysis for Treatments at Uncontrolled Locations from the City of Richmond Pedestrian Plan (Appendix A, Chart 2). This flow chart provides formally adopted guidance on the countermeasures to apply as part of enhanced pedestrian crossings. When the review and evaluation process is complete, a project approach is recommended to the City and honed through further discussion with planning and engineering staff.

Depending on the extent to which concept or engineering plans are required, Fehr & Peers will draft these plans, or else coordinate their development by City staff. Such plans are then revised based on iterative review by appropriate City departments, stakeholders, and the public.

^{1.} MTC's Equity Priority Communities debuted as part of Plan Bay Area 2050. Formerly called "Communities of Concern," Equity Priority Communities are census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color. More information can be found on MTC's website: https://mtc.ca.gov/planning/transportation/access-equity-mobility/equity-priority-communities.

Project Cost Estimates

Conceptual cost estimates are developed for each project based on forecasted construction costs for the combination of countermeasures included as a near-term effective project. The conceptual project may reflect a quick-build (i.e., easily deployed, pilot) version of the project or include the minimal set of countermeasures required to achieve the desired outcome. In some cases, a long-term alternative could be recommended in the future to deliver a more permanent build-out (i.e., slower to deploy, highly durable) version of a project and/or a larger suite of countermeasures required for a more extensive or lasting outcome. All costs reflect point-in-time estimates and do not account for unforeseen and dramatic changes to economic circumstances.

Project Prioritization

Since the City of Richmond has limited funding with which to implement all requested projects, a prioritization scheme is used to highlight those that should be considered first for funding. Projects are first sorted by project category, then based on their alignment with areas of need identified in adopted plans and policies using the attributes listed below. Attributes are prioritized in the order presented. Each attribute is given a binary Yes/No score.

- 1. Project is categorized as Sideshow Deterrence, Operations Task, or Medium Project; Large Projects are NOT to be funded by the \$750,000 Council allocation and would be funded by grants or other means.
- 2. Project is located in an Equity Priority Community
- 3. Project is located on an LRSP HIN
- 4. Project is located on a Bicycle Master Plan or Pedestrian Plan Key Corridor

Once sorted, the top-ranking Sideshow Deterrence, Operations Tasks, or Medium Projects able to be designed and constructed for approximately \$750,000 will be selected to move forward into implementation, with some discretion given to the City for choosing between similarly ranked projects and striving for parity amongst Districts and subareas of the City. Funding for Large Projects will likely come from local, state, and/or Federal grant programs with required matching funds coming from sources other than the \$750,000 Council allocation.

Project Implementation

Once projects are identified to move forward, either through allocated funding or grant applications, next steps include detailed design and construction.

Appendix

Appendix A. Project Tracking Attributes

As previously noted, the following attributes are tracked as part of the project intake and evaluation process. Each attribute category is accompanied by a description and list of possible inputs.

Table 1. Project Request Tracking Attributes

Category	Description	Possible Inputs
Project Identifiers		
Project Status	Project identification and implementation stage	Request Received Under Design In Review In Progress Completed
Project Category	Project type, as it relates to implementation by the City of Richmond	Sideshow Deterrence Operations Task Medium Project Large Project (Grant Funded)
Name	Basic project name	Descriptive project name, unique to each project
Location	Specific intersection(s) and/or corridor(s) included in the project	Geographic location, unique to each project
Request Received Date	Approximate project start date based on when a request was received ¹	Month and year, unique to each project
Issue & Preliminary Recommendation	Data	Data
Туре	Broad project categorization	Traffic Calming Road Diet Sideshow Deterrence Speed Hump Request Enhanced Crossing School Safety HSIP Application Bike Signal Rail Crossing Safety Bicycle Lane Conflicts

Category	Description	Possible Inputs
Crosswalk Evaluation Results	Recommended crossing enhancements per the Feasibility Analysis for Treatments at Uncontrolled Locations in the City of Richmond Pedestrian Plan (Appendix A, Chart 2)	N/A Level 1-5 (each accompanied by their respective recommended treatments)
Sorting Criteria		
City Council District	Location relative to one of the City of Richmond's City Council Districts (updated in 2022)	Districts 1-6
Located in an Equity Priority Community?	Location relative to one of the Metropolitan Transportation Commission's Plan Bay Area Equity Priority Communities ²	Yes No
On LRSP HIN?	Location relative to the High Injury Networks (HINs) identified in the City of Richmond Local Road Safety Plan (LRSP) (April 2022)	No Multimodal Pedestrian Bicycle Vehicle
On Ped Plan Key Corridor?	Location relative to the Key Corridors identified in the City of Richmond Pedestrian Plan (October 2011)	No 23rd Street Carlson Boulevard Cutting Boulevard Harbour Way Macdonald Avenue ³ Marina Way Ohio Avenue San Pablo Avenue
On Bike Plan Key Corridor?	Location relative to the Key Corridors identified in the City of Richmond Bicycle Master Plan (October 2011)	No 23rd Street 37th Street Barrett Avenue Blume Drive Carlson Boulevard Cutting Boulevard Harbour Way Hilltop Drive Marina Bay Parkway San Pablo Dam Road
Related to Other Relevant Study?	Location relative to areas highlighted in other relevant traffic control and safety studies	Study name (e.g., Safe Routes to School (SR2S), Complete Streets Safety Assessment (CSSA))

Category	Description	Possible Inputs
LRSP Collision Profile	Inciting factor(s) relative to the collision profiles highlighted in the City of Richmond LRSP (April 2022)	N/A Unsafe speeds Driving under the influence Collisions involving the 15-24 age group Stop sign violations at stop-controlled intersections Left turns at signalized intersection Pedestrian ROW Violations at Uncontrolled Crossings Pedestrians Crossing Outside Crosswalk or Legal Crossings Contraflow Bicycle Riding
Elements Included in Cost Estimate	Project elements evaluated in the cost estimate	Short description, unique to each project
Cost Estimate	High level project cost estimate, presented for a near-term project solution	Conceptual cost figure, unique to each project

Notes:

- Request Received Date: This reflects an approximate timeline on which a novel request was submitted to the City, sometimes in the form of multiple consolidated emails or letters, or an old request was reiterated. Given the imprecise nature of this metric, only the month and year are included.
- MTC's Equity Priority Communities debuted as part of Plan Bay Area 2050. Formerly called "Communities of Concern," Equity Priority Communities are census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color. More information can be found on MTC's website: https://mtc.ca.gov/planning/transportation/access-equity-mobility/equity-priority-communities.
- 3. Macdonald Boulevard, though technically not a Key Corridor, is highlighted within this section of the Pedestrian Plan as a priority pedestrian-oriented corridor: "In addition to identifying key corridors in Central Richmond as ready for change, the General Plan also underscores the centrality of Macdonald Avenue as a pedestrian-oriented street and location of some of the City's most vital assets, including the Civic Center, BART/Amtrak Station, historic downtown buildings and many public and cultural facilities." Richmond Pedestrian Plan, p. 47.

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Appendix B. Project Lists

Below are two tables listing the projects currently tracked as part of this planning effort, sorted by District and priority, respectively. The lists are not meant to be comprehensive of all transportation safety projects requested of, or being pursued by, the City but rather reflect the projects currently included in the effort described in this memorandum.

Table 2 shows tracked projects listed alongside key attributes and sorted by District and Project Category. **Table 3** shows projects sorted according to the previously described prioritization scheme, as described here:

- Project is categorized as Sideshow Deterrence, Operations Task, or Medium Project; Large Projects would be funded and implemented by means other than the \$750,000 Council allocation
- Project is located in an Equity Priority Community
- Project is located on an LRSP HIN
- Project is located on a Bicycle Master Plan or Pedestrian Plan Key Corridor

Table 3 also highlights total amount of the \$750,000 Council allocation that would be spent down if successive projects were implemented to the degree reflected by the Potential Funding amount listed.

Table 2. Project Request List Sorted by District and Project Category¹

Project No. ²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Concpetual Cost Estimate ³
1	Esmond Avenue, 26th Street to 2501 Esmond Avenue	Operations Task	Traffic Calming	District 1	Yes	Yes	No	\$10,000
2	Barrett Avenue, 24th Street to Harbour Avenue	Large Project (Grant Funded)	Traffic Calming (HSIP Grant Application)	District 1	Yes	Yes	Yes	\$1,500,000
3	Markovich Lane & Park Ridge Drive (Extension off Wood Glen Drive)	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 2	No	No	No	\$25,000
4	Hilltop Drive & Rock Rose Way	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 2	No	No	No	\$25,000
5	Cottage Avenue, Castro Street to Santa Fe Avenue	Operations Task	Speed Hump Request	District 2	No	No	No	\$10,000
6	Sutter Avenue, Carlson Boulevard to San Pablo Avenue	Operations Task	Speed Hump Request	District 2	No	No	No	\$10,000
7	Garrard Boulevard & E Richmond Avenue (near The Plunge)	Operations Task	Traffic Calming, School Safety	District 2	No	No	No	\$50,000
8	Three rail crossings: S Garrard Boulevard, W Cutting Boulevard/ Wine Street, Canal Street	Medium Project	Rail Crossing Safety, Bicycle Lane Conflicts	District 2	No	Yes	Yes	\$50,000

Project No.²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Concpetual Cost Estimate ³
9	Dornan Drive & Western Drive (Tunnel)	Large Project (Grant Funded)	Stop Sign Request, Traffic Calming (Grant Opportunity TBD)	District 2	No	No	No	\$1,100,000
10	15th Street & Macdonald Avenue	Operations Task	Pedestrian Warning	District 2 and/or 3	Yes	Yes	Yes	\$50,000
11	16th Street & Macdonald Avenue	Medium Project	Bike Signal	District 2 and/or 3	Yes	Yes	Yes	\$60,000
12	S 37th Street & Wall Avenue	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 3	Yes	No	Yes	\$10,000
13	Harbour Way, Bissell Avenue to Chanslor Avenue	Large Project (Grant Funded)	Traffic Calming, (TCC Grant Application)	District 3	Yes	Yes	Yes	\$13,000,000
14	May Road & Santa Rita Road	Medium Project	Traffic Calming, Sideshow Deterrence, Road Diet	District 4	No	No	No	\$100,000
15	Carlson Boulevard & Tehama Avenue (near Nomura Preschool)	Operations Task	Enhanced Crossing	District 5	No	Yes	Yes	\$75,000
16	State Avenue & 49th Street	Operations Task	Speed Humps	District 5	Yes	No	No	\$10,000
17	S 55th Street	Operations Task	Speed Hump Request	District 5	Yes	No	No	\$10,000

Project No. ²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Concpetual Cost Estimate ³
18	Sacramento Avenue & San Luis Street	Operations Task	Stop Sign Request	District 5	No	No	No	\$15,000
19	Columbia Avenue & San Mateo Street	Operations Task	Stop Sign Request	District 5	No	No	No	\$15,000
20	Huntington Avenue & San Mateo Street	Operations Task	Stop Sign Request	District 5	No	No	No	\$15,000
21	San Luis Street & Sutter Avenue	Operations Task	Speed Humps	District 5	No	No	No	\$10,000
22	Mariposa Street & Carl Avenue	Operations Task	Curb and Gutter Request (Drainage- issue)	District 5	Yes	No	No	\$10,000
23	I-580 Overpass & Bayview Avenue	Operations Task	Sidewalk Paving	District 5	Yes	No	No	\$150,000
24	Carlson Boulevard & Sutter Avenue	Medium Project	Traffic Calming	District 5	No	Yes	Yes	\$75,000
25	Carlson Boulevard & Shasta Street	Medium Project	Traffic Calming	District 5	No	Yes	Yes	\$75,000
26	Carl Avenue & Carlson Boulevard	Medium Project	Traffic Calming, Sight Distance Improvements	District 5	Yes	Yes	Yes	\$75,000
27	Merced Street & Carl Avenue	Medium Project	Stop Sign Request	District 5	Yes	No	No	\$15,000

Project No. ²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Concpetual Cost Estimate ³
28	Carlson corridor in the Richmond Annex	Large Project (Grant Funded)	Traffic Calming (Grant Opportunity TBD)	District 5	Yes	Yes	Yes	\$1,000,000
29	Carlson Boulevard & I-80 Overpass	Large Project (Grant Funded)	Traffic Signal Request (Grant Opportunity TBD)	District 5	Yes	Yes	Yes	\$750,000
30	Columbia Avenue & Carlson Boulevard	Large Project (Grant Funded)	Traffic Signal Request (Grant Opportunity TBD)	District 5	No	Yes	Yes	\$750,000
31	Burlingame Avenue & Carlson Boulevard	Large Project (Grant Funded)	Traffic Signal Request (Grant Opportunity TBD)	District 5	No	Yes	Yes	\$750,000
32	Multiple locations in the Richmond Annex	Large Project (Grant Funded)	Curb and Gutter Request (Grant Opportunity TBD)	District 5	Yes	No	No	\$1,000,000
33	Barrett Avenue & Key Boulevard	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 6	No	No	Yes	\$1,000,000
34	32nd Street, McBryde Avenue to Clinton Avenue	Operations Task	Speed Humps	District 6	Yes	No	No	\$10,000

Project No.²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Concpetual Cost Estimate ³
35	41st Street and 42nd Street, Roosevelt Avenue to Clinton Avenue	Operations Task	Traffic Calming, School Safety	District 6	Yes	No	No	\$10,000
36	29th Street & Vale Road	Operations Task	Stop Sign Request	District 6	Yes	No	No	\$50,000
37	5312 McBryde Avenue (adjacent corridor)	Large Project (Grant Funded)	Traffic Calming (McBryde OBAG Grant Application)	District 6	Yes	Yes	No	\$1,000,000

Notes:

- 1. This table includes all projects tracked via this effort as of Thursday, October 27, 2022.
- 2. Project No.: This number is used solely for identification purposes and is not a reflection of project priority.
- 3. Conceptual Cost Estimate: High level project cost estimate, presented for a near-term project solution, or project build out for large projects. Amount will be updated as projects are developed.

Source: Fehr & Peers, 2022.

Table 3. Project Request List Sorted by Priority¹

Project No.²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Conceptual Cost Estimate ³	Amount of \$750k Allocation Spent
10	15th Street & Macdonald Avenue	Operations Task	Pedestrian Warning	District 2 and/or 3	Yes	Yes	Yes	\$50,000	\$50,000
26	Carl Avenue & Carlson Boulevard	Medium Project	Traffic Calming, Sight Distance Improvements	District 5	Yes	Yes	Yes	\$75,000	\$125,000
11	16th Street & Macdonald Avenue	Medium Project	Bike Signal	District 2 and/or 3	Yes	Yes	Yes	\$60,000	\$185,000
1	Esmond Avenue, 26th Street to 2501 Esmond Avenue	Operations Task	Traffic Calming	District 1	Yes	Yes	No	\$10,000	\$195,000
12	S 37th Street & Wall Avenue	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 3	Yes	No	Yes	\$10,000	\$205,000
27	Merced Street & Carl Avenue	Medium Project	Stop Sign Request	District 5	Yes	No	No	\$15,000	\$220,000
34	32nd Street, McBryde Avenue to Clinton Avenue	Operations Task	Speed Humps	District 6	Yes	No	No	\$10,000	\$230,000
2 2	Mariposa Street & Carl Avenue	Operations Task	Curb and Gutter	District 5	Yes	No	No	\$10,000	\$240,000
23	I-580 Overpass & Bayview Avenue	Operations Task	Sidewalk Paving	District 5	Yes	No	No	\$150,000	\$390,000
36	29th Street & Vale Road	Operations Task	Stop Sign Request	District 6	Yes	No	No	\$50,000	\$440,000

Project No. ²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Conceptual Cost Estimate ³	Amount of \$750k Allocation Spent
35	41st Street and 42nd Street, Roosevelt Avenue to Clinton Avenue	Operations Task	Traffic Calming, School Safety	District 6	Yes	No	No	\$10,000	\$450,000
17	S 55th Street	Operations Task	Speed Hump Request	District 5	Yes	No	No	\$10,000	\$460,000
16	State Avenue & 49th Street	Operations Task	Speed Humps	District 5	Yes	No	No	\$10,000	\$470,000
24	Carlson Boulevard & Sutter Avenue	Medium Project	Traffic Calming	District 5	No	Yes	Yes	\$75,000	\$545,000
25	Carlson Boulevard & Shasta Street	Medium Project	Traffic Calming	District 5	No	Yes	Yes	\$75,000	\$620,000
15	Carlson Boulevard & Tehama Avenue (near Nomura Preschool)	Operations Task	Enhanced Crossing	District 5	No	Yes	Yes	\$75,000	\$695,000
8	Three rail crossings: S Garrard Boulevard, W Cutting Boulevard/ Wine Street, Canal Street	Medium Project	Rail Crossing Safety, Bicycle Lane Conflicts	District 2	No	Yes	Yes	\$50,000	\$745,000
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2	Barrett Avenue & Key Boulevard	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 6	No	No	Yes	\$25,000	\$770,000

Project No.²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Conceptual Cost Estimate ³	Amount of \$750k Allocation Spent
14	May Road & Santa Rita Road	Medium Project	Traffic Calming, Sideshow Deterrence, Road Diet	District 4	No	No	No	\$100,000	\$870,000
7	Garrard Boulevard & E Richmond Avenue (near The Plunge)	Operations Task	Traffic Calming, School Safety	District 2	No	No	No	\$50,000	\$920,000
5	Cottage Avenue, Castro Street to Santa Fe Avenue	Operations Task	Speed Hump Request	District 2	No	No	No	\$10,000	\$930,000
3	Markovich Lane & Park Ridge Drive (Extension off Wood Glen Drive)	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 2	No	No	No	\$25,000	\$955,000
4	Hilltop Drive & Rock Rose Way	Sideshow Deterrence	Traffic Calming, Sideshow Deterrence	District 2	No	No	No	\$25,000	\$980,000
18	Sacramento Avenue & San Luis Street	Operations Task	Stop Sign Request	District 5	No	No	No	\$15,000	\$995,000
19	Columbia Avenue & San Mateo Street	Operations Task	Stop Sign Request	District 5	No	No	No	\$15,000	\$1,010,000
20	Huntington Avenue & San Mateo Street	Operations Task	Stop Sign Request	District 5	No	No	No	\$15,000	\$1,025,000
21	San Luis Street & Sutter Avenue	Operations Task	Speed Humps	District 5	No	No	No	\$10,000	\$1,035,000

Project No.²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Conceptual Cost Estimate ³	Amount of \$750k Allocation Spent
6	Sutter Avenue, Carlson Boulevard to San Pablo Avenue	Operations Task	Speed Hump Request	District 2	No	No	No	\$10,000	\$1,045,000
28	Carlson corridor in the Richmond Annex	Large Project (Grant Funded)	Traffic Calming (Grant Opportunity TBD)	District 5	Yes	Yes	Yes	\$1,000,000	\$1,045,000
33	Barrett Avenue, 24th Street to Harbour Avenue	Large Project (Grant Funded)	Traffic Calming (HSIP Grant Application)	District 1	Yes	Yes	Yes	\$1,500,000	\$1,045,000
29	Carlson Boulevard & I-80 Overpass	Large Project (Grant Funded)	Traffic Signal Request (Grant Opportunity TBD)	District 5	Yes	Yes	Yes	\$750,000	\$1,045,000
13	Harbour Way, Bissell Avenue to Chanslor Avenue	Large Project (Grant Funded)	Traffic Calming (TCC Grant Application)	District 3	Yes	Yes	Yes	\$13,000,000	\$1,045,000
37	5312 McBryde Avenue (adjacent corridor)	Large Project (Grant Funded)	Traffic Calming (McBryde OBAG Grant Application)	District 6	Yes	Yes	No	\$1,000,000	\$1,045,000
32	Multiple locations in the Richmond Annex	Large Project (Grant Funded)	Curb and Gutter Request (Grant Opportunity TBD)	District 5	Yes	No	No	\$1,000,000	\$1,045,000
30	Columbia Avenue & Carlson Boulevard	Large Project (Grant Funded)	Traffic Signal Request (Grant Opportunity TBD)	District 5	No	Yes	Yes	\$750,000	\$1,045,000

Project No.²	Location	Category	Туре	City Council District	EPC	LRSP HIN	Priority Corridor	Conceptual Cost Estimate ³	Amount of \$750k Allocation Spent
31	Burlingame Avenue & Carlson Boulevard	Large Project (Grant Funded)	Traffic Signal Request (Grant Opportunity TBD)	District 5	No	Yes	Yes	\$750,000	\$1,045,000
9	Dornan Drive & Western Drive (Tunnel)	Large Project (Grant Funded)	Stop Sign Request, Traffic Calming (Grant Opportunity TBD)	District 2	No	No	No	\$1,100,000	\$1,045,000

Notes:

- 1. This table includes all projects tracked via this effort as of Thursday, October 27, 2022.
- 2. Project No.: This number is used solely for identification purposes and is not a reflection of project priority.
- 3. Conceptual Cost Estimate: High level project cost estimate, presented for a near-term project solution, or project build out for large projects. Amount will be updated as projects are developed.

Source: Fehr & Peers, 2022.