



# PUBLIC WORKS DEPARTMENT

Council Meeting Date: June 7, 2011  
Staff Report #: 11-083

Agenda Item: F2

**REGULAR BUSINESS: Consideration of Whether the Willows Area Wide Traffic Study Survey Plan should Move to the Next Step in the Process, which is an Official Survey in Accordance with the City's Neighborhood Traffic Management Program (NTMP)**

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## RECOMMENDATION

Staff recommends that the City Council allow the Willows Area Wide Traffic Study Survey Plan to move to the next step in the process, which is an official survey in accordance with the City's Neighborhood Traffic Management Program (NTMP). The Survey Plan is shown on Attachment G, which has been recently updated based on community input to remove the one-way section on Woodland Avenue near Euclid Avenue.

## BACKGROUND

During the Fiscal Year 2008-09 project priority-setting process, the City Council approved a project to develop a Willows Area Wide Traffic Study Plan for the City.

The goals of the Willows Area Wide Traffic Study, through a community engagement process, were to identify areas of concern for the Willows Neighborhood residents related to traffic volumes and speeding in the neighborhood, clarify parameters and metrics for a traffic study (e.g., traffic speed and volume) and to develop an appropriate traffic calming plan. New traffic data would be collected as necessary, including traffic speeds, average daily traffic volumes and cut-through traffic volumes to determine the current traffic conditions in the neighborhood. The key guiding principle of the study would be an emphasis on the community engagement process. The ultimate goal of the study was to create a traffic calming plan that would address neighborhood concerns and that could be used to determine if a majority of neighborhood residents and businesses supported the plan through a survey process.

On December 9, 2008, the Request for Proposal (RFP) for this study was approved by Council. Subsequently, staff sent Request for Proposals (RFP) to fifteen transportation consultants and received four proposals. A selection committee comprised of City staff and two representatives from the Transportation Commission interviewed the four consultants and using these consultant interviews and the written proposals, concluded that TJKM Transportation Consultants was best able to meet the City's needs for this project. A sub-consultant for TJKM had extensive community engagement experience and has facilitated community meetings throughout this process.

## **Community Engagement Plan**

Prior to the start of the study, a community engagement plan was developed to be used in the study and was included in the study's RFP. This plan was comprised of the following communication methods with the neighborhood:

- Creating and updating the project website to provide all relevant information about the project to the community.
- E-mailing progress of the project.
- Conducting interviews with key stakeholders such as businesses and schools in the neighborhood.
- Providing project material for "meetings in a box".
- Holding community workshops/ meetings.

One of the major components of the Community Engagement Plan was defining key parameters for the study or "project givens" to be included in the study's RFP and that would be used throughout the community engagement and study process. At the City Council meeting of December 9, 2008, during its consideration of the study's RFP, the City Council approved the following "project givens", which includes the Transportation Commission's recommendation to identify traffic originating from the East Palo Alto portion of the study boundary as neighborhood traffic instead of cut-through traffic:

- **Study boundary:** the residential area between US 101, Willow Road, Middlefield Road, Woodland Avenue and Manhattan Avenue, including area in East Palo Alto. Please See Figure 1 below for the map of this study boundary.
- **Definition of "Cut through" traffic:** the traffic generated outside the project area and traveling through to a destination outside of the project area.
- **Implementation of the Plan:** Implementation of any traffic calming measures will follow the Neighborhood Traffic Management Program (NTMP), including neighborhood survey methods and community outreach process.



Figure 1. Study Boundary (One of Project Givens)

## ANALYSIS

In order to inform the process and development of a final outcome various methods were used to obtain data and input. The process included review of historical information from previous studies, new data collection in the field, a survey of the residents, and multiple community meetings. The historical information and new data collected provided the necessary information to help identify any specific issues. The Willows Area Wide Traffic Study included a strong emphasis on community engagement. The community engagement aspect of the study is the most important component as the issues involved are mainly quality of life issues, not traffic engineering.

## Data Collection

The project team reviewed historical data from previous studies, primarily from the traffic study conducted for the Willows neighborhood in 1992 by TJKM. Due to the new developments in the area that had occurred since 1992 along with the additional traffic calming devices that had been installed in the neighborhood, the traffic data from the 1992 study was primarily used as the reference point to identify data collection locations and to conduct field inventory of traffic control devices on the streets.

To determine current traffic conditions in the Willows neighborhood, new data was collected on selected roadways in the neighborhood as follows:

- Speed Surveys – to determine the 85<sup>th</sup> Percentile Speed on a street (85<sup>th</sup> Percentile Speed or Critical Speed is the speed at or below which 85 percent of the drivers sampled are traveling and usually one of the factors considered for establishing the speed limit).
- Traffic Volumes.

- Cut-Through Traffic (the team tracked randomly selected cars to determine if destinations were within neighborhood boundaries).

In conjunction with the community engagement component of the data collection, the following community outreach activities were also undertaken:

- Conducted interviews with local businesses and schools.
- Conducted an online survey to gather feedback on areas of concern and set speed/volume thresholds.
- Three community meetings and several “Meetings in a Box” were held to discuss project status and findings.
- Meeting materials were shared online regarding the project with residents unable to attend meetings in person through the City’s website and through project’s Twitter Account.
- Feedback was collected via postal mail and email during and after each community meeting.

### **Identification of Traffic and Neighborhood Issues**

An important first step in the process was to identify the specific issues in the neighborhood. This step included the review of the field data and input from the community. As discussed earlier, input from the community was key to the development of the plan. In order to gain the community input, several paths were used including an online survey of the residents, interviews with businesses, and a community meeting.

### **Traffic Volumes**

The average daily traffic (ADT) volumes gathered in the data collection are shown on Figure 3, page 7 of the draft report of the Willows Area Wide Traffic Study (Attachment A). There are 15 roadway segments in the area that have existing ADT volumes greater than 1,500 vehicles per day, with five roadway segments having ADT volumes greater than 2,500 vehicles per day. The volume of 1500 vehicles per day vs. 2500 vehicles per day relates to the NTMP and the City’s General Plan. The NTMP includes a qualifying criterion that when requesting for neighborhood traffic management measures on a particular street, that street should be primarily residential in nature, classified as a local street and has an average daily vehicular traffic volume that exceeds 1,500 vehicles per day.” The General Plan states that local residents’ streets should not exceed 1500 to 2500 vehicles per day.

Community Meeting #1 was held on November 5, 2009 to provide an overview of the traffic study, including the neighborhood history, the study goals and process, to present the findings of the community on-line survey and additional traffic data recently gathered, and to gather feedback on concerns and speed/volume thresholds. Approximately 50 people attended this meeting.

Figure 2 below shows how the Community Meeting #1 participants voted on the acceptable volume thresholds on their streets. As shown in the figure, there appears to

be a balance of votes among the participants between 1,500 vehicles per day and 2,500 vehicles per day as the acceptable volume thresholds.

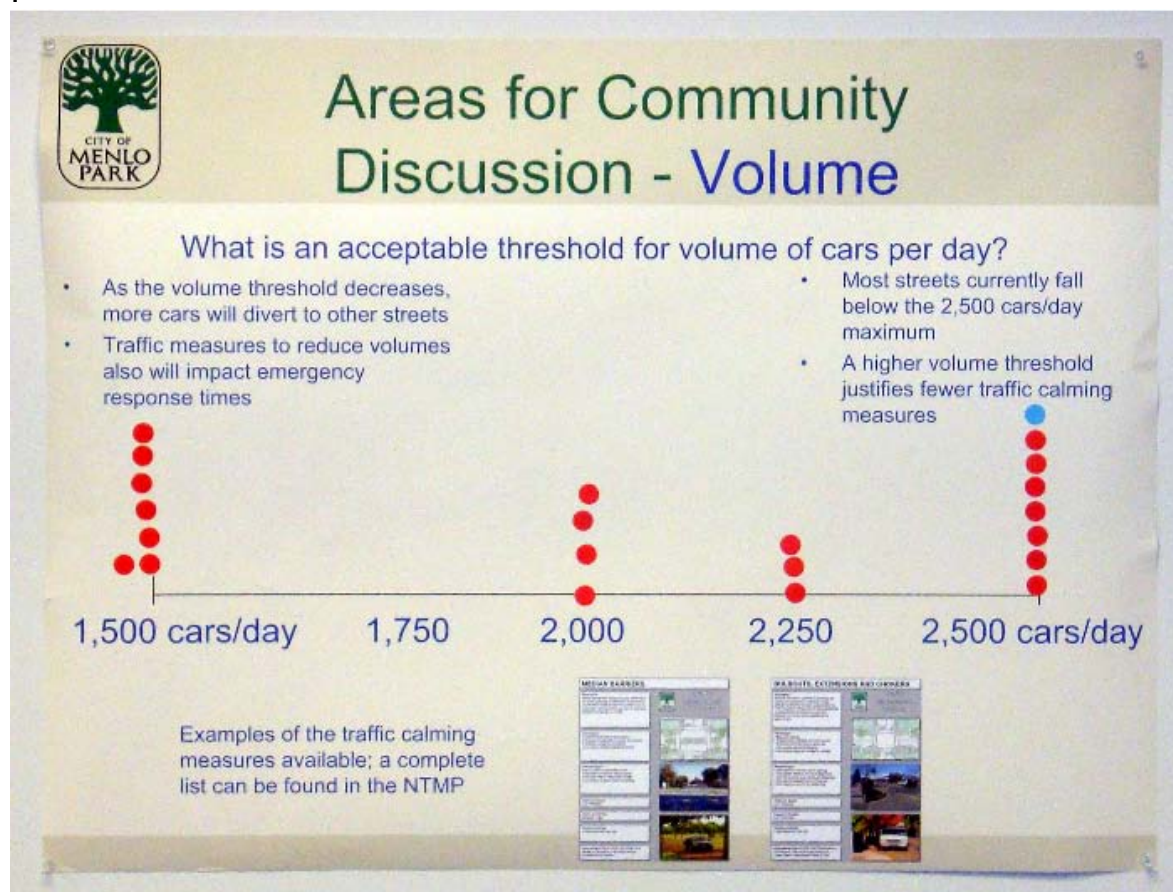


Figure 2. Volume Threshold. (Community Meeting #1)

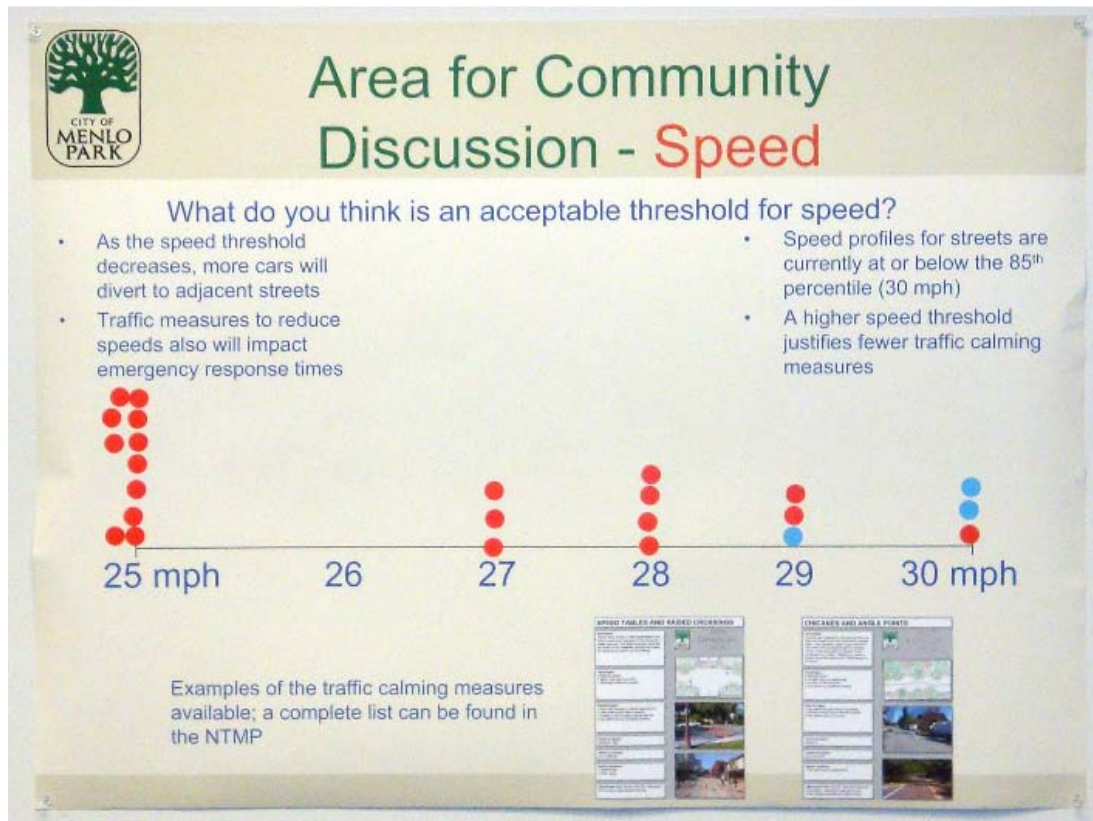
This phase of the process also included developing and making available the “Meeting in a Box” to foster participation from those residents unable to attend the community meeting #1. The “Meeting in a Box” is a set of materials that residents could check out from the City to hold their own meeting to discuss the issues and provide input. After their meeting they returned their information and input to the City. There were a total of six “Meetings in a Box” held in the neighborhood.

### Traffic Speeds

The current speed limit (either posted or un-posted) on the Willows neighborhood roadways is 25 mph since the roadways in the area are classified as local and residential.

The traffic speeds (85<sup>th</sup> percentile speeds) collected in the area are shown on Figure 4, page 8, of the draft report (Attachment A). Nine roadways were measured to have 85<sup>th</sup> percentile speeds greater than 25 mph per hour, with seven roadways having 85<sup>th</sup> percentile speeds of 27 mph and above. In accordance with the California Manual of Uniform Traffic Control Devices or MUTCD, the posted speed limit has to be established at the nearest 5 mph increment of the 85<sup>th</sup> percentile speed in order for the posted speed limit on a street to be enforced with the use of radar.

Figure 3 below shows how the Community Meeting #1 participants voted on the acceptable speed thresholds on their streets. The majority of the participants appear to consider 25 mph as the acceptable speed limit threshold on their streets.



**Figure 3. Speed Limit Threshold. (Community Meeting #1)**

### **Cut-Through Traffic**

An origin-destination survey was conducted in the Willows Neighborhood at the eight most used gateway intersections to determine the amount of cut-through traffic occurring in the neighborhood during the 7-9 a.m. and 4-6 p.m. peak periods. The data collectors were instructed to randomly follow vehicles that entered into one of these gateway intersections until they reached their destinations. A trip was considered a cut-through trip if the destination was not within the Willows study boundary. Approximately 245 vehicles were randomly followed during the am peak periods and approximately 280 vehicles were randomly followed during the pm peak periods.

Figure 5, page 11, of the draft report (Attachment A) shows the percentage of cut-through traffic within the Willows neighborhood based on this origin-destination survey. The street with the most cut through trips observed with 49% of entering traffic was the westbound direction of Woodland Avenue. Other streets that also have significant cut-through traffic were eastbound Woodland Avenue (39%), Pope/Chaucer Street (45%), Gilbert Avenue (20%), Durham Street (17%), Chester Street (14%) and E. O'Keefe Street (10%).

## Results of On-Line Survey

An online survey was created as part of the community engagement process for this project to determine areas and issues of concern for further study. A total of 2,058 survey notification letters were sent and 554 online responses were received; a 27% response rate. After analyzing all the data received and as shown on Figure 4 below, it was clear that speeding (92 responses) and cut-through (73 responses) were the greatest neighborhoods concerns. There was also a significant response of “no concern” (80 responses) in the survey.



**Figure 4. Neighborhood Specific Concerns (On-line Survey)**

Based on the community feedback from the on-line survey and Community Meeting #1 and along with the results of the traffic studies, the following key community issues/concerns were formed that served as guidelines for the development of the three draft alternative improvement plans:

- Concerns over traffic speeds on neighborhood streets.
- Concerns over traffic volume (caused by commuter cut-through traffic) on neighborhood streets.
- Concerns about safety at key locations including, but not limited to, the intersection of Gilbert Avenue and Willow Road, and on specific streets, including Pope Street, Gilbert Avenue, Durham Street, and Menalto Avenue.

- It was also becoming apparent that there was also an ongoing divide across the neighborhood about whether the neighborhood has indeed traffic concerns that needed to be addressed.

## **Plan Formulation**

As part of the overall process, it was important to provide options to address the neighborhood concerns and focus on all the data collected. City staff and the project team developed three draft alternative plans for public review. All three draft alternative plans were presented at Community Meeting #2.

The three draft alternative plans, called “Level I,” “Level II,” and “Level III,” offer a range of increasing traffic calming intensities that reflect the varying desires of the community. The alternative plans increase from “lowest intensity” to “highest intensity” in terms of cost, impact to drivers, and traffic calming effectiveness. Each alternative plan seeks to meet the goals of addressing the speed, volume and location-specific concerns in the Willows neighborhood. Please refer to pages 14-19 of the draft report for the expanded description and conceptual plan of each alternative.

Community Meeting #2 was held on June 3, 2010 to introduce and gather feedback on three draft plans for traffic calming in the neighborhood, which were designed based on technical data and previous community feedback. At this meeting, after the presentation, the attendees were asked to form in small groups, discuss the different measures proposed in each plan, discuss what they liked and disliked about each plan, and provide suggestions for improvements for each plan. At the end of the meeting, the attendees were also asked to rank the three draft alternative plans. Approximately 80 people attended this meeting.

In the development of the final draft alternative plan, a “balanced approach” became apparent in light of the ongoing divide about traffic calming across the neighborhood. Feedback extracted from the on-line survey and also received at Community Meeting #1 and Community Meeting #2 confirmed this divided opinion. For example, at the close of Community Meeting #2, participants placed green, yellow, and red dots in the table as shown in Figure 5 below to represent their first, second and third preferences for traffic calming intensity. Although many residents indicated that their first preference fell at either the lowest or highest level of traffic calming intensity, those same residents also indicated that the Level II “middle-ground” intensity of traffic calming would be an acceptable second choice. There were also some residents who voted “Do Nothing” although it was not one of the options in this ranking activity. The City staff and project team used a middle-ground approach as a guiding principle in drafting the final draft alternative plan. In addition to this balanced approach, the final draft alternative plan was designed based on the following feedback from Community Meeting #2:

- Support for signal coordination along Willow Road, Middlefield Road and University Avenue
- Mixed support and concern regarding restricted left turns; speed bumps; and the proposals for median barriers and one-way streets
- Concerns regarding whether any traffic calming was necessary



**Figure 5. Ranking Activity of Draft Plans (Community Meeting #2)**

After Community Meeting #2, the project team created a Final Draft Alternative Plan that tried to address the various degrees of interest and intensity discussed by the neighborhood. Since the community consistently provided divided feedback about traffic calming preferences, the final draft alternative plan, which was presented at Community Meeting #3, was strategically designed to represent a balanced approach responding to community concerns. The improvements proposed in the Final Draft Alternative Plan are summarized below and illustrated on Attachment B:

**Improvements to Reduce Speeds:**

- 1) Installation of raised intersections at the intersections of Pope Street with Elm Street (near Willow Oaks School) and O'Connor Street with Elliot Drive (near German American School)
- 2) Installation of four-way stops at the intersections of Central Avenue with Walnut Street and Gilbert Avenue with Pope Street
- 3) Installation of radar speed feedback display signs on Chester Street, Gilbert Avenue, O'Keefe Street and Woodland Avenue
- 4) Installation of speed lumps on O'Keefe Street and Gilbert Avenue. (Speed lumps are similar to speed bumps but with cut-outs spaced to the wheel base of a fire truck/engine)
- 5) Re-design of the existing dip on Gilbert Avenue near Laurel Avenue

### Improvements to Reduce Cut-Through Traffic Volumes:

- 1) Installation of gateway signs to advise drivers that they are entering a residential neighborhood on Chester Street, Durham Street, O'Keefe Street, Gilbert Avenue, Middlefield Road, and Woodland Avenue
- 2) Establishment of left-turn restrictions on Willow Road at Chester Street and on Willow Road at O'Keefe during 7-9 am peak hours and 4-6 pm peak hours
- 3) Traffic signal coordination on Willow Road, Middlefield Road (Palo Alto), and University Avenue (Palo Alto/East Palo Alto). Signal coordination on the arterial corridors that are not in Menlo Park would be the responsibility of the jurisdictions that maintain the corridor. Menlo Park would work with these jurisdictions to support the implementation
- 4) Reduction of lane widths to create narrow visual corridor on Chester Street, O'Keefe Street, O'Connor Street, and Gilbert Avenue
- 5) Partial one-way conversion on Woodland Avenue from Oak Court to Euclid Avenue and on Woodland Avenue from Pope Street to Menalto Avenue
- 6) Establishment of right-turn restrictions on Durham Street at Menalto Avenue and on Pope Street at Central Avenue during AM Peak Hours (7-9) and PM Peak Hours (4-6)

Using engineering resources and previous studies on traffic calming that show the expected benefits of each traffic calming device in terms of speed and volume, a traffic re-distribution analysis was conducted for the final draft alternative plan. Figure 10, page 25, of the draft report (Attachment A) shows the expected reduction in speeds on streets where traffic calming devices are being proposed. It appears that overall, with the proposed traffic calming devices; the speeds would go down, with Gilbert Avenue having the most significant speed reduction (23%).

Similar analysis was conducted to estimate the effect of the proposed traffic calming devices in reducing the traffic volumes on the neighborhood streets. Figure 11, page 26, of the draft report (Attachment A) shows the anticipated reduction in traffic volumes before and after the proposed traffic calming devices are installed:

The one-way conversion at two locations on Woodland Avenue shows approximately 51 percent reductions in traffic volume. In addition, the left turn restrictions on Chester Street and O'Keefe Street would result in a significant reduction in traffic volume on these two streets. However, these left-turn restrictions would also result in slight increases in volume on other streets such as Gilbert Avenue. In spite of the impact of the left turn restrictions, Durham Street, due to the effects of other traffic calming measures such as the right turn restriction on Durham Street at Menalto Avenue, would result in a decrease in volume.

The one-way conversions on Woodland Avenue would also result in an increase in volumes on Pope Street, Euclid Avenue, and O'Connor Street. It should be noted, though, that these shifts in volume are only from internal trips that have destinations within the Willows neighborhood. For example, the one-way conversion on Woodland Avenue from Oak Court to Euclid Avenue would make Oak Court residents travel on Euclid Avenue to O'Connor Street to Menalto Avenue to Woodland Avenue to return back to their homes when coming from the vicinity of University Avenue and Highway 101.

The proposed signal coordination improvements on the main arterials bordering the Willows neighborhood and the one-way restriction on Woodland Avenue would reduce the travel time benefits for the cut-through traffic. The internal trips will still be able to access the neighborhood by using parallel streets, but the cut-through traffic would be reduced, since it would take a longer time to cut through the Willows neighborhood.

The overall effect of the plan was designed to reduce traffic volumes in the Willows neighborhood as a whole, with reduction of traffic volumes on such streets as Woodland Avenue due to the one way conversion and Chester Street and O'Keefe Street due to the left-turn restrictions.

### **Plan Refinement**

The Final Draft Alternative Plan was presented to the community at Community Meeting #3, and extensive feedback was received. Community Meeting #3 was held on November 18, 2010 to introduce and gather feedback on the final draft alternative plan as well as describe the project's next steps. Approximately 100 people attended this meeting. As exhibited throughout the community engagement process, the feedback received at Community Meeting #3 showed that the community was divided into three schools of thought:

- Some residents support intense traffic calming measures.
- Some residents support limited traffic calming measures.
- Some residents disapprove of any traffic calming measures.

Based on the feedback received from the Community meeting #3, specifically, that the one-way conversion on Woodland Avenue from Pope Street to Menalto Avenue and the right-turn restriction on Pope Street at Central Avenue would negatively impact the businesses on Menalto Avenue, the final draft alternative plan was revised by removing the following devices from the plan:

- 1) The one-way conversion on Woodland Avenue from Pope Street to Menalto Avenue.
- 2) The right-turn restriction on Pope Street at Central Avenue.

The Refined Final Draft Alternative Plan, as modified from the Final Draft Alternative Plan, is shown on Attachment C.

### **Transportation Commission Comments**

At the Transportation Commission April 13, 2011 meeting, the Transportation Commission considered whether to recommend to City Council to allow the Refined Final Draft Alternative Plan for the Willows Area-wide Traffic Study to move to the next step in the process, which is an official survey in accordance with the NTMP. At this meeting there were 44 speakers from the public, mostly residents of the Willows neighborhood that provided their feedback on the plan. Most of the comments received were in objection to the components of the plan that would divert traffic to other neighborhood streets, especially, the one-way conversion on Woodland Avenue from Oak Court to Euclid Avenue. Some residents also expressed concerns about the left-

turn restrictions on Willow Road at Chester Street and at O'Keefe Street, and the right-turn restriction on Durham Street at Menalto Avenue.

Ultimately, the Commission's motion to recommend to the City Council to allow the Willows Area Wide Traffic Study Refined Final Draft Alternative Plan to move to the next step in the process, which is an official survey, failed, 2-3 with three commissioners dissenting. One commissioner was not present at the meeting, and one commissioner recused herself from participating in this item. Although a majority of the Commission was not in favor of moving the plan forward to a neighborhood survey, the Commission did not discuss what next steps should be taken with respect to the study. Staff indicated that City Council would be asked to make a final decision about whether to conduct a formal study-area survey.

The minutes of this Transportation Commission meeting are included as Attachment F.

### **City of East Palo Alto Comments**

On May 5, 2011, staff presented the Willows Area Wide Traffic Study Refined Final Draft Alternative Plan to the East Palo Alto Transportation Commission at the East Palo Alto City Hall. This was in order to provide an opportunity for East Palo Alto and its residents to provide their comments on the Refined Final Draft Alternative Plan. Some of the comments received included:

- Concerns with improvements in the plan that would re-direct traffic to East Palo Alto streets or cut-off East Palo Alto residents such as the one-way conversion on Woodland from Oak Court to Euclid Avenue and the right turn restriction on Durham Street at Menalto Avenue.
- Concerns with the proposed striping to narrow East O'Keefe Street since this street is already narrow.
- Question as to why University Circle was not included as part of the study boundary.

### **Survey Plan**

In light of the objections received from the Oak Court, French Court, and O'Connor residents at the Transportation Commission meeting and the concerns from East Palo Alto staff and Transportation Commission about the one-way conversion on Woodland Avenue at Euclid Avenue, staff is recommending that the Refined Final Draft Alternative Plan be further modified to exclude this one-way conversion. The benefits with the elimination of this one-way conversion on Woodland Avenue would include eliminating the inconvenience and the "loop" that Oak Court and French Court residents have to undertake to return to their homes from University Avenue and the traffic redirection to streets such as Euclid Avenue and O'Connor Street. The main disadvantage is that the issue of cut through traffic for westbound Woodland Avenue would remain unresolved.

This updated plan labeled the Survey Plan is included as Attachment G in this staff report.

### **Neighborhood Survey**

If approved by Council, the next step would be a neighborhood survey process. Affected Menlo Park residents will vote via a mailed survey according to the standards defined in

the NTMP. According to the NTMP, "Support by at least 51% of households and businesses, based on the total number of surveys sent, must be demonstrated through this process prior to considering plan implementation." A sample Survey for Trial Installation is included in this staff report as Attachment D. Council should determine whether to proceed by sending the survey and if so, if the survey materials are easy to understand. The City should remain neutral as to whether or not residents taking the survey should support the plan.

Attachment E shows the map of the proposed survey area. Area 1 would represent the households or businesses that would be included in the survey area whose votes would count towards the minimum thresholds for neighborhood acceptance of the plan. Area 1 is comprised of the households or businesses who would be most impacted by the proposed traffic calming measures. Area 2, comprising of households or businesses who would be least impacted by proposed traffic calming measures, would represent the households that would also be included in the survey area but whose votes would not count towards meeting thresholds. Their votes, however, would be presented to the Transportation Commission and City Council for informational only. The differentiation of Area 1 vs. Area 2 allows for the most affected portion of the neighborhood to provide the most direct input on implementation, while still obtaining information from the rest of the neighborhood in Area 2. A gateway sign on Woodland Avenue at Middlefield Road is the only feature proposed in Area 2.

Per the NTMP, East Palo Alto residents in the study boundary would not be part of this survey process. However, East Palo Alto residents were notified of all community meetings and the Menlo Park Transportation Commission meeting and could participate in the on-line survey during the initial phase.

If the minimum threshold for neighborhood support of the plan is attained in the survey, the project moves forward to the next step in the process. The Transportation Commission reviews the plan and makes a formal recommendation to City Council for trial implementation of the plan. The City Council would review the plan and determine whether to move forward with a trial implementation. A trial implementation provides a 6-month test period. If a trial were implemented, before and after studies would be conducted to see if traffic volumes and speeds were reduced as intended. At the end of the trial period, another survey would be conducted to gage the level of support for a permanent installation.

## **IMPACT ON CITY RESOURCES**

The survey of the residents will cost approximately \$4,500 including staff time. The funding for the survey in accordance with the City's NTMP, if approved by Council, could be budgeted from the \$400,000 budget allocation for the Willows Area Wide traffic Study Implementation in the 2011-12 Capital Improvement Program.

## **POLICY ISSUES**

Policy II-A-7 of the Circulation and Transportation Element of the Menlo Park General Plan states that "To protect local streets, the City shall develop and implement a Residential Traffic Management Program that defines a process to initiate and evaluate neighborhood traffic issues, identifies acceptable levels of traffic volumes, speed and diversion and establishes a process whereby the City will use good faith efforts to

implement all reasonable design and traffic management improvements to attain traffic volumes on local residential streets not to exceed 1,500 to 2,500 vehicles per day depending on the size and characteristics of the street.”

Action taken by Council under this agenda item whether to allow the Willows area wide traffic study to move to the survey process will not establish a new policy.

## **ENVIRONMENTAL REVIEW**

The undertaking of a survey process to determine whether the impacted residents are in favor of the proposed improvements in the Willows neighborhood is not a project under the current California Environmental Quality Act Guidelines; however, future implementation may require environmental review.

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Rene Baile  
Transportation Engineer

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Charles Taylor  
Engineering Services Manager

**PUBLIC NOTICE:** Public Notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting.

**ATTACHMENTS:**

- A. [Draft of the Willows Area Wide Traffic Study \(without Appendices\) \(Appendices are available for review at the City's Transportation Division office\)](#)
- B. [Final Draft Alternative Plan](#)
- C. [Refined Final Draft Alternative Plan](#)
- D. [Sample NTMP Survey](#)
- E. [Map of the Survey Area](#)
- F. [Minutes of April 13, 2011 Transportation Commission Meeting](#)
- G. [Survey Plan](#)