

MEMORANDUM OF UNDERSTANDING
Between
SAN MATEO COUNTY TRANSIT DISTRICT
and
CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO
COUNTY
for the
US 101 MOBILITY ACTION PLAN

This Memorandum of Understanding (“MOU”), effective the ___ day of _____, 20__ is entered into by and between the San Mateo County Transit District (“DISTRICT”) and the City/County Association of Governments of San Mateo County (“C/CAG”), together referred to herein as the "PARTIES."

WHEREAS, the PARTIES wish to develop a cohesive operational vision for the US 101 corridor based upon innovative solutions to significantly increase vehicle occupancy and reduce congestion in a sustainable way between San Jose and San Francisco; and

WHEREAS, the PARTIES wish to focus on both immediate/short-term and medium-term strategies that can be implemented to utilize planned manage/express lanes and regional express bus service in the corridor efficiently by developing a US-101 Mobility Action Plan (“PROJECT”); and

WHEREAS, the DISTRICT, in consultation with the other four PROJECT partners, which include the San Francisco County Transportation Authority (SFCTA), Santa Clara Valley Transportation Authority (VTA), Metropolitan Transportation Commission (MTC), and City/County Association of Governments of San Mateo County (C/CAG), prepared a PROJECT Scope of Work, as further set forth in Attachment A ("SCOPE OF WORK"); and

WHEREAS, the estimated cost of the PROJECT is \$250,000, which the five PROJECT partners agreed to fund cooperatively by providing up to \$50,000 each; and

WHEREAS, the DISTRICT and C/CAG desire to enter into this MOU to memorialize the understanding that the Parties will work cooperatively to implement and fund the PROJECT in accordance with the SCOPE OF WORK.

NOW, THEREFORE, BE IT RESOLVED that the DISTRICT and C/CAG agree as follows:

I. PURPOSE

The purpose of this MOU is to memorialize the understanding between the DISTRICT and C/CAG pursuant to which C/CAG will provide up to \$50,000 for the PROJECT, which will be implemented by the DISTRICT.

II. ROLES AND RESPONSIBILITIES

A. The DISTRICT will provide up to \$50,000 for the PROJECT. The DISTRICT also will serve as PROJECT Sponsor and will manage and implement all aspects of the PROJECT, in accordance with the SCOPE OF WORK set forth in Attachment A, which is attached hereto and incorporated herein by this reference. The DISTRICT may engage a consultant to carry out any or all aspects of the PROJECT ("CONTRACTOR").

B. C/CAG will provide up to \$50,000 in funds for the PROJECT. C/CAG also will meet its obligations set forth in the SCOPE OF WORK, including participating in the overall plan development and implementation.

III. FUNDING AND METHOD OF PAYMENT

A. C/CAG agrees to reimburse the DISTRICT for 20% of the total PROJECT cost, up to \$50,000.

1. The DISTRICT will submit invoices to C/CAG no more than quarterly detailing its costs for PROJECT activities.
2. Invoices will include a record of payments made or costs expended by the DISTRICT on the Scope of Work, including copies of third-party contractor invoices paid by the DISTRICT. A brief narrative progress report shall be included with each invoice.
3. C/CAG will reimburse the DISTRICT, within thirty (30) days following receipt of DISTRICT invoices, for the DISTRICT's eligible PROJECT costs during the subject quarter, provided however, that C/CAG will not reimburse the DISTRICT for costs incurred for activities not within the scope of the PROJECT as described in the SCOPE OF WORK.
4. C/CAG understands each PROJECT partner is contributing 20% of the PROJECT cost and individual invoices may not be billed proportionately between the PROJECT partners. The final invoice submitted to each PROJECT partner, including C/CAG, will include an accounting of the total payments made by each PROJECT partner to demonstrate each partner's 20% contribution.

B. C/CAG agrees that it will not be entitled to reimbursement of its costs incurred while performing its obligations as set forth in Section II, Scope of Work Responsibilities.

C. In the event that the actual costs of completing the PROJECT Scope of Work, as set forth in Attachment A, will exceed \$250,000, the PROJECT partners, including the District and C/CAG, will confer and agree either to reduce the PROJECT SCOPE OF WORK and/or to provide additional funding based on mutual agreement in writing. The PROJECT partners agree to use best efforts in such case to reach agreement without causing a PROJECT delay.

IV. TERM

This MOU shall remain in effect until _____, unless terminated sooner pursuant to Section XII.

V. REPORTING AND AUDITING

A. The PARTIES each will be solely responsible for maintaining their PROJECT-related records for a minimum of three (3) years following C/CAG's final payment to the DISTRICT, or four (4) years following the fiscal year of the last expenditure under this MOU, whichever is later, in accordance with generally accepted accounting principles.

B. The PARTIES must make their PROJECT-related documents available to each other for inspection at any time while the PROJECT is underway and for the retention period outlined in Section V.A.

VI. AMENDMENTS

This MOU can be amended, modified, or supplemented only in writing(s) signed by both PARTIES. No oral understanding or agreement not incorporated herein will be binding on either of the PARTIES.

VII. NOTICES

A. All notices and communications deemed by either party to be necessary or desirable must be in writing and may be given by personal delivery to a representative of the other party or by mailing the same, postage prepaid, addressed as follows:

If to the DISTRICT:

San Mateo County Transit District
Attn: Christy Wegener
1250 San Carlos Avenue
San Carlos, CA 94070-1306

If to C/CAG:

Sandy Wong
Executive Director of C/CAG
555 County Center, 5th Floor
Redwood City, CA 94063

B. The address to which mailings may be made may be changed from time to time by notice mailed as described above. Any notice given by mail will be deemed given on the day after that on which it is deposited in the United States Mail as provided above.

VIII. INDEPENDENT CONTRACTOR

The PARTIES agree and understand that the work/services performed by either of the PARTIES or any consultant retained by either of the PARTIES under this MOU are performed as independent contractors and not as employees or agents of the other party. Nothing herein will be deemed to create any joint venture between the DISTRICT and C/CAG.

IX. SUCCESSORS AND ASSIGNS

Neither party will assign, transfer, or otherwise substitute its interest in this MOU, nor its obligations, without the prior written consent of the other party. All obligations created under this MOU will be binding on, and the rights established herein will inure to the benefit of, any successors or assigns of the PARTIES.

X. COMPLIANCE

The PARTIES must comply with any and all laws, statues, ordinances, rules, regulations, or requirements of the federal, state, and local governments, and any agency thereof, which relate to or in any manner affect the performance of this MOU.

XI. DISPUTE RESOLUTION

The PARTIES agree that any dispute arising from this MOU that is not resolved within 30 days by the PARTIES' representatives responsible for the administration of this MOU will be set forth in writing to the attention of the DISTRICT's General Manager for resolution. In the event resolution cannot be reached, the PARTIES may submit the dispute to mediation by a neutral party mutually agreed to by the PARTIES prior to initiating any formal action in court.

XII. TERMINATION

Either PARTY may terminate this MOU with or without cause upon thirty (30) days' prior written notice. If either PARTY terminates this MOU with cause, the C/CAG will be responsible for its pro rata share of costs incurred by the DISTRICT up through the effective date of termination.

XIII. SEVERABILITY

If any provision of this MOU is deemed invalid or unenforceable by a court of competent jurisdiction, that provision will be reformed and/or construed consistently with applicable law as nearly as possible to reflect the original intentions of this MOU; and in any event, the remaining provisions of this MOU will remain in full force and effect.

XIV. GOVERNING LAW

This MOU will be governed by the laws of the State of California as applied to contracts that are made and performed entirely in California.

XV. NO WAIVER

No waiver of any default or breach of any covenant of this MOU by either party will be implied from any omission by either party to take action on account of such default if such default persists or is repeated. No express waiver will affect any default not specified in the waiver, and the waiver will be operative only for the time or extent stated. The consent or approval by either party to or of any act by either party requiring further consent or approval will not be deemed to waive or render unnecessary consent or approval to any subsequent, similar acts.

IN WITNESS WHEREOF, the parties have executed this MOU as follows:

**City/County Association of Governments
of San Mateo County**

San Mateo County Transit District

By: _____
Maryann Moise Derwin, Chair

By: _____
Jim Hartnett
General Manager/CEO

ATTEST:

APPROVED AS TO FORM:

APPROVED AS TO FORM:

C/CAG Attorney

Attorney for the District

ATTACHMENT A

SCOPE OF SERVICES

ITEMS MARKED IN BLUE – CONSULTANT TASKS

Task 1: Project Management

Task Intent:

- Ensure the project has the approach and management structure for successful completion in the agreed-upon timeframe.
- Ensure the project considers the views of agencies and stakeholders throughout the corridor and is positioned to inform key decision-makers' thinking on effective methods to realize mode shift away from single occupancy vehicle (SOV) travel, increase vehicle occupancy and manage congestion in an environmentally-sustainable way.
- Ensure the team has clear direction and input from a core group of agencies and stakeholders so the project can proceed efficiently.

TASK 1.1: FINALIZE PROJECT MANAGEMENT STRUCTURE, ROLES AND RESPONSIBILITIES

- Project Management Team (PMT): Senior staff from Caltrans District 4, MTC, C/CAG, SamTrans, VTA, SFCTA and TransForm (PMT has been established)
 - Selection and establishment of Phase I team – Project Manager (PM), Data Collection and Analysis and New Mobility + TDM;
 - PMT will coordinate and convene the Executive Steering Committee (ESC) and Advisory Committee (AC) with support from PM;
 - Coordinate budget, scope and schedule, and present potential changes to ESC;
 - Review and approve any changes to scope, cost and schedule; refine scope of work as needed and obtain concurrence from ESC;
- Executive Steering Committee (ESC): Executive management from Caltrans District 4, Metropolitan Transportation Commission (MTC), City/County Association of Governments (C/CAG), San Mateo Transit District (SamTrans), Santa Clara Valley Transportation Authority (VTA), San Francisco County Transportation Authority (SFCTA), Peninsula Mobility Group (PMG). (Previously established for the 101 Corridor)
 - ESC to review and provide concurrence on goals, metrics, strategies, recommendations and Phase II concurrence.
- Advisory Committee (AC): Agency staff (ESC), local agencies (City/County), business organizations (SAMCEDA, SVLG, BAC), Transit Representatives, TBD (TDM focused orgs, equity advocates, business associations, environmental groups, new mobility companies, etc.)

- In coordination with the PMT, develop an advisory committee (AC) comprised of staff from the following organizations within San Francisco, San Mateo, and Santa Clara counties:
 - Local government agencies (Cities and Counties);
 - Transit agencies;
 - Business Organizations (SAMCEDA, BAC, SVLG, etc.);
 - Stakeholders (Equity, Advocacy, etc.);
 - “New Mobility” related companies
- Coordinate up to three (3) meetings of the AC throughout the duration of the project. AC will provide input, suggestions and recommendations to the PMT and project team during the development and implementation of the plan.

TASK 1.2: GENERAL PROJECT MANAGEMENT – ONGOING MEETINGS, SCHEDULE AND LOGISTICS

- Develop and monitor project schedule and budget.
- Coordinate monthly check-in meetings with the PMT; develop agenda and meeting materials, provide meeting notes.
- Coordinate up to three (3) meetings of Advisory Committee over course of project; develop agenda and meeting materials, provide meeting notes.

Task 1 Deliverables:

- *Project Management Team meeting schedule; meeting agendas, materials, and notes from each PMT meeting.*
- *Advisory Committee meeting schedule; meeting agendas, materials, and notes from up to three (3) AC meetings.*

Task 2: Establish Goals and Performance Metrics

Task Intent:

- Establish the goals of the Mobility Action Plan to guide the development of demand-management and person-throughput enhancement strategies in later tasks. Goals may relate to topics such as mode shift, congestion reduction, equity, CO2/GHG reduction, spillover traffic, etc.
- Generate a set of potential performance metrics that align with the goals and will guide assessment of strategies in future tasks.
- Refine list of performance metrics to a final set that can be measured and used meaningfully and cost-effectively to evaluate concepts generated in future tasks.

TASK 2.1: DEFINING PROJECT GOALS

The PMT will meet to discuss an initial set of project goals and Consultant will formalize in an initial draft of a project purpose statement and set of goals. Consultant will submit memo of project purpose and goals to the PMT for one round of feedback and will update the document based on PMT’s comments.

- Develop initial draft of project goals.

- Solicit and synthesize input from PMT.

TASK 2.2: INVENTORY POTENTIAL PERFORMANCE METRICS

Consultant will develop a list of potential performance metrics that align with each goal included in the project's purpose and goals statement. This initial list will include performance metrics that will allow the project team to meaningfully measure the expected performance of the strategies and/or packages developed in Task 4. For purposes of clearly and comprehensively describing the advantages and disadvantages of the potential performance metrics to project stakeholders, the Consultant will complete an initial qualitative assessment of the metrics. The Consultant will assess the strength and connection of each potential metric to relevant goals, the likely availability of data and cost of gathering it (with input from Big Data provider), and the likely complexity and cost of analysis.

The Consultant will also develop initial ideas for visualizing the data, to help the PMT understand the potential ways in which each metric could be compellingly articulated in a case for or against a given strategy or package to the general public.

The Consultant will compile the draft list of metrics and the qualitative assessment in a PowerPoint presentation in preparation for the Goals and Performance Metrics Workshop in Task 2.4.

- Research and develop universe of potential performance metrics for each goal area;
- Initial qualitative analysis to structure Task 2.4 workshop:
 - Strength/directness of connection to goal;
 - Data availability and cost of gathering data (look at current projects and studies). Obtain input from Data Collection + Analysis staff/consultant;
 - Visualization strategy for data: how do we make the data meaningful to decision makers and the public?
 - Complexity of analysis;
 - Intended and potential unintended consequences/outcomes

TASK 2.3: SOLICIT FEEDBACK

TransForm with other PMT members as needed will present the draft list of performance metrics to at least 10 community groups along the corridor (this may entail 2-3 presentations to coalitions of groups). Feedback will be prepared in clear summary format for PMT.

TASK 2.4: GOALS AND PERFORMANCE METRICS WORKSHOP

The Consultant will lead a robust workshop with the PMT. The intent of this session (up to half-day in length) will be to have a well-structured but highly collaborative discussion of the potential performance metrics, with a focus on their implications for the analysis and organizational points of view on them. The workshop is envisioned to include the following discussion and decision topics:

- Explain and discuss the current policy context and deliver a high-level review of travel behavior, per findings from Task 3.2.

- Confirm program goals.
- Describe the universe of potential performance metrics under each of the goal areas, characterizing them based on the results of the qualitative assessment completed in Task 2.2.
- Discuss performance metrics and narrow to a final list.

By the end of the workshop, the group will ideally narrow the list of potential performance metrics to a final set of metrics. Some goals may have only one key metric while other goals may have several metrics attached to them. Certain performance metrics may also apply to multiple goals.

The Consultant will keep detailed notes on the discussion to ensure it can form the basis for a description of the final performance metrics and rationale in the Task 2.5 deliverable.

TASK 2.5: FORMALIZING PERFORMANCE METRICS + SUMMARY DELIVERABLE

The Consultant will formalize the list of performance metrics, developing a narrative describing each metric's connection to an associated goal (or goals) and lay out the PMT's rationale for selecting each metric. The Consultant should also describe the data source(s) that will be required for each metric and whether the data source exists or will require new data collection.

To assist in describing the goals and performance metrics to the broader group of stakeholders, we will also begin to develop infographics and other visuals that illustrate the rationale for the selection of goals and performance metrics and their connection to existing challenges in the corridor.

Task 2 Deliverables:

- *Draft memo on project goals and purpose statement*
- *Draft memo and PPT on performance metrics, visuals/infographics for soliciting feedback in Task 2.3*
- *Workshop agenda, materials, notes*
- *Final project purpose and goals statement, final memo on performance metrics*

Task 3: Existing Conditions and Travel Analysis

Task Intent:

- Synthesize relevant planning, policy, and advocacy work that is in progress or has been completed in recent years, to acknowledge agencies' and stakeholders' work to date and understand potential implications for the corridor as a whole.
- Generate a clear picture of the travel demand context in the corridor and translate detailed data on travel behavior into a high-level story that can be understood by policy makers and key stakeholders (who have some understanding of the corridor but lack a background in transportation planning or engineering). To that end, the task aims to generate a set of visually compelling graphics to be woven together in an engaging piece of collateral and presentation.

TASK 3.1: POLICY AND PLANNING CONTEXT

- Document current advocacy, transportation planning, and transportation demand management initiatives along the corridor. These may include:
 - Planning efforts and infrastructure projects both public and private
 - Employers and organizations with robust TDM programs
 - TDM or transportation-related ordinances in effect or under consideration in communities in the corridor
- Cull data/insights from existing projects and efforts (Freeway Corridor Management Study, San Mateo 101 Managed Lanes, US-101 Express Bus Feasibility Study, etc.).

TASK 3.2: TRAVEL BEHAVIOR AND TRENDS ANALYSIS

The Consultant will first define, with PMT input, the key research questions to be answered by analyzing travel behavior. Once these are defined and appropriate data sources identified, the Consultant will execute an analysis of origin-destination data patterns along the corridor. The initial insights of this analysis are expected to inform the development of project goals and metrics.

The PMT will provide the Consultant with all available relevant data sources with respect to origin-destination patterns. Examples include a robust matrix of peak period origins and destinations compiled as part of the SamTrans Express Bus Feasibility Study. The Consultant will review all available data and identify any gaps in O/D data that might require purchase of additional data.

The Consultant should produce summary tables, statistics, and maps of all O/D data and travel patterns. The key findings should connect to broader project goals, themes, policy/planning context, and potential for informing the development of specific strategies. The synthesis of O/D findings should also include a list of potential infographics to be generated using the data.

TASK 3.3: DEVELOP INFOGRAPHICS AND PRESENTATION MATERIALS

Consultant should develop a set of draft and final infographics, reflecting up to two rounds of edits – one round from the PMT and one round from the ESC and/or AC as needed. These materials will be incorporated into the briefing book described in the next sub-task and used in public and stakeholder presentations as appropriate.

TASK 3.4: BRIEFING BOOK

Develop a briefing book showcasing visually-oriented collateral which synthesizes how we're thinking about the issues in the corridor based on the key findings from the policy/planning and market analysis. This briefing book should be engaging and useful to a wide audience of stakeholders, and may serve as a foundation for Phase II development and implementation. The briefing book will be continually updated in later tasks as the project progresses.

Task 3 Deliverables:

- *Draft and final memo on planning context (one round of consolidated comments from PMT)*
- *Draft and final memo on travel behavior, including a summary of O/D data sets in the study area, relevant maps, and identification of data gaps (one round of consolidated comments from PMT)*
- *Set of infographics for presentations and use in briefing book*
- *Draft briefing book – template and compilation of infographics reflecting planning context and travel behavior trends*

Task 4: Strategy Development

Task Intent:

- Develop a universe of demand-management and person-throughput-enhancing strategies with potential to achieve goals identified in Task 2.
- Define the strategies and complete an initial high-level analysis to enable the PMT (and other decision-makers and stakeholders as needed) to evaluate them.
- Use the PMT's input to reduce list of potential strategies and/or package them into a set of concepts that can be meaningfully and cost-efficiently evaluated in Task 5.

TASK 4.1: IDENTIFY POTENTIAL STRATEGY OPTIONS

- Generate list of potential strategies with clear definitions of each strategy based on best practices, market research, and suggestions from PMT, AC, ESC, or other governing bodies.
- Identify illustrative case studies of successful suburban mode shift and corridor management strategies led by both public and private sector that demonstrate the success of selected strategies.
- Conduct an initial qualitative assessment of the benefits and tradeoffs of each strategy. Qualitative metrics might include:
 - Implementation timeframe
 - Order-of-magnitude cost
 - Implementation complexity
 - Order-of-magnitude of impact relative to project goals
 - Define how each strategy can/will be measured

TASK 4.2: REFINE STRATEGY LIST FOR EVALUATION + DEVELOP PACKAGES AS NEEDED

Based on feedback from PMT, refine the strategy list and group in packages as deemed appropriate for full evaluation during Task 5.

TASK 4.3: ADD TO BRIEFING BOOK

- Develop additional section/chapter of briefing book detailing full list of initial strategies and high-level assessment criteria.

- Incorporate case studies showcasing efforts toward similar goals in similar community contexts.
- Develop additional infographics as needed.

Task 4 Deliverables:

- *Draft matrix of potential strategies*
- *Final matrix of potential strategies (one round of consolidated comments from PMT)*
- *Additional chapter in briefing book, one round of edits*

Task 5: Strategy Evaluation

Task Intent:

- Translate the goals and performance metrics developed in Task 2 into a set of evaluation methodologies that fit together in a larger framework.
- Execute the evaluation to develop a more detailed understanding of the potential benefits and tradeoffs of the strategies/packages developed in Task 4.
- Based on the evaluation, narrow the list of strategies/packages into a set of final recommended measures.

TASK 5.1: REFINE EVALUATION FRAMEWORK

In this subtask, the Consultant will convert the final project goals and performance metrics into an evaluation framework that enables the project team to estimate the extent to which strategies and/or packages align with the outcomes the project team wants to see in the corridor. While it is impossible to project performance with certainty, the methodologies developed as part of this exercise should enable the project team to articulate general differences in how different strategies/packages might perform relative to the project's stated goals.

For each goal/performance metric, the Consultant will develop a methodology for testing the strategies' and/or packages' performance against the project goals and metrics developed in Task 2. Methods may be quantitative or qualitative, depending on the potential time, cost, data-intensiveness, or reliability of using a quantitative method. The Big Data provider will provide input on methods as relevant. The Consultant will describe the steps involved, the ways in which results will be described, and any performance thresholds in a summary matrix that will be submitted to the PMT for review. Consultant will update the matrix based on one round of feedback from the PMT.

TASK 5.2: EXECUTE THE EVALUATION + INITIAL SUMMARY

The Consultant will execute the evaluation as described in the evaluation framework matrix, working with the Big Data provider as needed.

- Create an evaluation tool through which data and ratings for each metric will be compiled. The tool will execute calculations as appropriate and serve as a place to compile data and generate outputs.

- The Consultant will generate data points for each metric, which may include mapping, developing narrative to justify qualitative assessments, spreadsheet analysis, analysis of external data sources, etc.
- Summarize results in technical memo with supporting graphics for technical audience.
- Consultant should prepare content from the technical memo in a format that can be shared with community organizations in Task 5.3, and through which input can be collected and incorporated into final strategy list and packages in Task 5.4.

TASK 5.3: SHARE EVALUATION RESULTS

- TransForm and other PMT members as needed will present to key community and/or business organizations throughout the three counties to solicit feedback on strategies and demonstrate rigor of analysis.

TASK 5.4: STRATEGY/PACKAGE REFINEMENT/FINALIZATION

- Refine strategies and revisit calculations based on stakeholder input received in Task 5.3.
- Identify preferred package(s) of strategies and refine definitions.
- Develop additional infographics as needed to summarize effective or ineffective strategies/packages.
- Edit briefing book chapter on strategies, building on Task 4 work.
- Develop qualitative order of magnitude costs for implementing each strategy.

Task 5 Deliverables:

- *Draft and final evaluation framework*
- *Draft memo of evaluation results with infographics that can be used in Task 5.3 stakeholder engagement*
- *Final memo of evaluation results, preferred strategies/packages of strategies, updated briefing book reflecting Task 5 efforts*

Task 6: Phase II Assessment

Task Intent:

- Determine the viability of and high level steps required to implement the recommendations developed during Phase I; determine whether Phase II of this work should occur.
- Develop scope of work required for implementing the recommended strategies/packages.
- Identify potential funding sources for a potential phase II.

TASK 6.1: PHASE II RECOMMENDATION

- Assess viability of Phase II and develop recommendation for ESC consideration.
- Obtain AC's input on Phase II recommendation.

- Identify potential fund sources focusing on strategies for potential inclusion in upcoming sales tax measures and other efforts.

TASK 6.2: PHASE II SCOPE OF WORK

- Develop Phase II scope of work to implement Phase I strategies and recommendations.
- Develop cost estimate and schedule for Phase II scope of work.

TASK 6.3: POTENTIAL FUNDING SOURCES

- Identify potential funding sources for Phase II scope of work.
- Identify Phase I strategies and recommendations for potential inclusion in upcoming transportation sales tax measures and other efforts.

TASK 6.4: PRESENT AT ONE PUBLIC MEETING IN EACH COUNTY

- Members of the PMT will help arrange one meeting in each of the three counties to present the Phase I strategies and recommendations. Consultant should staff, present, and assist in development of strategy and materials for these meetings.

Task 6 Deliverables:

- *Participation and presentation at up to three public meetings; assistance in developing meeting materials*

Task 7 (Optional): Stakeholder Engagement

Task Intent:

- Propose an approach and set of tactics for stakeholder engagement through development of an outreach and communications plan.
- Execute stakeholder engagement focused on engagement with key business and community groups, as opposed to widespread individual engagement with the public.

Task 7.1: Outreach and Communications Plan

- In coordination with the PMT, consultant will develop an outreach and communications plan. This outreach plan should include a strategy and schedule for identifying and engaging stakeholders about this effort.
- The Consultant should include providing input to the other scope tasks, a recommended set of activities to familiarize various stakeholders in the corridor (including neighborhood and business groups, elected officials, community and technical advisory councils, and other standing government and community bodies) with the Mobility Action Plan and relevant work products of the technical consultant and PMT, such as the Briefing Book.

- The activities may include (but are not limited to) one-on-one meetings, presentations at standing events, and preparation and distribution of fact sheets, surveys and focus groups, and social media and web-based marketing.

Task 7.2: Execution of Stakeholder Engagement Activities

- The Consultant will support implementation of the outreach and communications plan. This may include assisting the PMT both in staffing and preparation of materials for the set of activities identified in the outreach and communications plan.
- Outreach methods should be culturally competent and include ways to reach monolingual audiences and not rely entirely on electronic/connected methods. Consultant should include budget to translate relevant project materials as deemed appropriate, particularly public-facing outreach materials.
- The outreach and communications consultant will review and revise the briefing book prepared by technical consultants elsewhere in the scope in support of the PMT. The outreach consultant should also develop and execute a broad-based publicity strategy for use and dissemination of the final version of this briefing book, as well as select portions of its contents at key milestones throughout the project and the book's development. For example, the briefing book will begin to be developed in Task 3 and dissemination of certain infographics or sections of the book should begin to be disseminated at this point.

Task 7 Deliverables:

- *Draft and final outreach and communications plan (one round of consolidated comments from PMT)*
- *Staffing and collateral for outreach activities, review and proposed revisions to briefing book, translation of public-facing outreach materials as deemed appropriate, development and execution of a publicity strategy for final briefing book*