



REQUEST FOR PROPOSALS

Bikeshare Education and Marketing Campaign Program Services

Issue Date: January 5, 2026

City/County Association of Governments of San Mateo County
555 County Center, 5th Floor, Redwood City, CA 94063

Closing Date/Time for Requests for Clarifications: January 16, 2026, 5:00 P.M.

Submissions are due prior to January 30, 2026, 5:00 P.M.

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1. Introduction

1.1 Agency Description

The City/County Association of Governments of San Mateo County (C/CAG) was founded in 1990 as a Joint Powers Authority, tasked with working on issues that affect the quality of life in San Mateo County. C/CAG provides a collaborative forum for all jurisdictions in San Mateo County to pursue our goals for a safe, equitable, and accessible multi-modal transportation network and an environmentally sustainable, climate resilient future. C/CAG's member agencies include the County of San Mateo and the twenty cities and towns. The C/CAG's Strategic Plan outlines ongoing responsibilities across four key program areas – transportation; stormwater management; energy, environment and climate; and land use and airport compatibility. The full Plan is available at <https://ccag.ca.gov/plansreportslibrary-2/strategic-plan-2024-2029/>.

1.2 Contract and Response Information

Proposals submitted in response to this Request for Proposal (RFP) will be used as a basis for selecting the Consultant for this project. The proposals will be evaluated and ranked according to the criteria provided in Section 5, "Proposal Evaluation," of this RFP.

The RFP documents for this project are available for download on the C/CAG website at <https://ccag.ca.gov/opportunities/rfprfqgs/>. Proposers are responsible for checking the website for any Addenda to this RFP. Responses shall be submitted in accordance with the instructions set forth in the RFP.

Interested firms must submit their Proposal by January 30, 2026, 5:00 P.M., in accordance with the instructions contained in the RFP. Other key RFP dates are listed below under "Preliminary Schedule". Please submit the proposal to:

C/CAG Point of Contact:
Matt Petrofsky
Senior Program Specialist
E-mail: mpetrofsky@smcgov.org

Proposals received after the time and date specified above will be deemed nonresponsive to the requirements of the RFP and will not be considered. The date and time of proposal receipt will be recorded based on the email submission timestamp. C/CAG is not responsible for submissions delayed for any reason.

This RFP is not a commitment or contract of any kind. C/CAG reserves the right to pursue any and/or all ideas generated by this request. Costs for developing the proposals are entirely the responsibility of the proposer and will not be reimbursed. C/CAG reserves the right to reject any and all proposals, waive minor irregularities, request additional information, or revisions to offers, negotiate with any or all proposers, and waive any requirements of this RFP when it determines that waiving a requirement is in the best interest of C/CAG.

1.3 Preliminary Schedule

Date	Description
January 5, 2026	Issue RFP
January 16, 2026 at 5:00 P.M	Closing Date/Time for Requests for Clarifications
January 30, 2026 at 5:00 P.M.	Response to RFP Due
February 26 and 27, 2026	Optional consultant interviews
March 12, 2026	C/CAG Board approval
March 23, 2025	Notice to Proceed and Project Kick-off

Any questions related to this RFP shall be submitted in writing to the attention of Matt Petrofsky via email at mpetrofsky@smcgov.org. Questions shall be submitted before January 16, 2026, at 5:00 PM.

2. Minimum Qualifications of Personnel

Proposers must demonstrate that the firm or team submitting the proposal (“Proposer”) meets the following Minimum Qualifications to be eligible for consideration for this project:

- a) Proposer must have a minimum of three years of experience conducting community focused outreach and education.
- b) Proposer must have a minimum of three years of experience implementing multilingual, equity-focused engagement strategies, including outreach to low-income residents, communities of color, and transit-dependent populations.

3. Project Description and Background

As the Congestion Management Agency and County Transportation Agency for San Mateo County, C/CAG, and its partnering agencies, strive to provide a safe, accessible, and comprehensive network of bicycle and pedestrian facilities for a diverse population in San Mateo County. These facilities aim to increase mobility and provide equitable levels of access to affordable and reliable transportation options. In 2021 C/CAG released a Comprehensive Bicycle and Pedestrian Plan, in which Micromobility was a recommended program. In December 2022, the C/CAG Board adopted the San Mateo County Shared Micromobility Study and Implementation Plan, which recommended the implementation of a multi-jurisdictional bikeshare pilot program. Bike and scooter-share refers to bicycles, electric bicycles, or electric scooters that may be borrowed as part of a self-service rental program. In May 2024, the Metropolitan Transportation Commission (MTC) in collaboration with C/CAG, expanded the regional Bay Wheels bike share program into Daly City, its first foray into San Mateo County. This program was expanded with a vision to provide an affordable, convenient, and sustainable transportation option that reduces vehicle miles travelled, connects communities to destinations across the County, and seamlessly integrates with transit. These services are intended to be used by residents and visitors alike, including low-income individuals, communities of color, persons with disabilities, and other historically marginalized communities. In October 2025, the program expanded further, increasing the number of stations and vehicles available within Daly City. A third expansion is planned for 2026.

In preparation for the initial launch of the Daly City Bike Share program, C/CAG engaged a consultant team consisting of Mariposa Planning Solutions, Emergent Labs, and the Silicon Valley Bicycle Coalition. That team developed the C/CAG Bike & Scooter Share Marketing Plan & Branding Toolkit, which establishes a comprehensive framework for education, outreach, and marketing strategies designed to engage residents, workers, and visitors.

C/CAG now seeks to build on this foundational work by procuring Bikeshare Education and Marketing Campaign Program Services. The purpose of this solicitation is to implement the strategies identified in the Marketing Plan and to develop additional complementary outreach activities, as appropriate, to promote existing Bay Area Bike Share programs in San Mateo County. The scope of work will emphasize multilingual, equity-focused education, marketing, and program enrollment support.

The firm selected as a result of this RFP will work under the direction of a C/CAG Senior Programs Specialist, and will carry out the activities detailed in the Scope of Work, provided in Appendix A. The *CCAG Bike & Scooter Share Marketing Plan & Branding Toolkit* can be found in Appendix D.

3.1 Scope of Work, Period of Performance, and Budget

a) Scope of Work

The scope of work for the project is provided in Appendix A, Scope of Work. The Proposer selected to enter into a contract (“Consultant”) will be expected to perform all work and analysis necessary to complete the scope of work.

b) Period of Performance

C/CAG expects the work to commence on or about March 2026, and to be completed no later than March 2027. At C/CAG’s sole option, the contract may be extended for up to two (2) additional years for work contemplated by Appendix A, Scope of Work.

c) Budget

There is \$110,000 available to complete the scope of work as defined. The final budget will be subject to the competitive RFP process.

4. Proposal Requirements

These guidelines are provided for standardizing the preparation and submission of responses by all Proposers. The intent of these guidelines is to assist Proposers in preparation of their proposals, to simplify the review process, and to help assure consistency in format and content.

4.1 General Conditions

By responding to this RFP, Proposers are deemed to accept and agree to these general guidelines. By submitting a response to this RFP, Proposers acknowledges and accepts C/CAG’s rights as set forth in this RFP, including those identified in these general conditions.

- Neither submission of a proposal nor C/CAG’s receipt of proposal materials confers any right to

the proposer nor any obligation on C/CAG. This RFP does not commit C/CAG to award a contract, nor will C/CAG defray any costs incurred in preparing proposals or participating in any presentations or negotiations.

- C/CAG accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions in response to the RFP will become the property of C/CAG and may be used by C/CAG in any way deemed appropriate.
- Only one proposal will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response.
- C/CAG reserves the right to accept or reject any or all proposals received as a result of this request, waive minor irregularities, request additional information, negotiate with any qualified Consultant, or to modify or cancel in part or in its entirety the RFP if it is in the best interests of C/CAG to do so.
- Any contract resulting from this RFP will be awarded to the responsible offeror whose proposal is most advantageous to C/CAG, with price and other factors considered.
- The prospective Consultant is advised that should this RFP result in recommendation for award of a contract, the contract will not have any force or effect until it is approved and fully executed by C/CAG.
- If the selected Proposer fails to enter into a contract with C/CAG in a timely manner as determined by C/CAG, C/CAG reserves the right to reject the proposal and enter into a contract with the next highest scoring Proposer.
- The work performed pursuant to any resulting contract shall comply with the requirements of all federal, state and local laws without limitation, and such laws shall apply to this RFP and any subsequent contract as though incorporated herein by reference.
- The Consultant shall comply with all insurance requirements of C/CAG, included in the sample agreement in Appendix C, "Sample Agreement Template."

4.2 Submittal Requirements

Proposers must submit one (1) electronic copy of the proposal to Matt Petrofsky at mpetrofsky@smcgov.org by **January 30, 2026, 5:00 P.M.** The proposals must be submitted in PDF format. Each page shall be 8.5" x 11" and all body text, including any supplemental materials, shall be 12-point font. Each page shall be sequentially numbered, and a table of contents shall be provided. Each submittal shall be no more than 15 pages, excluding cover letter, title page, table of contents, resumes of key staff members, relevant experience, references, and supplemental materials.

Unsigned proposals or proposals signed by an individual not authorized to bind the prospective Consultant will be considered non-responsive and rejected.

4.3 Proposal Format

1) Transmittal Letter

A brief statement (no longer than one (1) page) of the Consultant's understanding of and interest in the project, including a brief description of the roles of the Consultant and subconsultants, if any, that will be utilized for the requested services. Include a statement as to the Consultant's ability to complete the proposed tasks in the referenced timeframes and ability to commence work immediately upon issuance of a Notice to Proceed. The person authorized to negotiate a contract with C/CAG shall sign the cover letter. Address the transmittal letter and the proposal as follows:

Re: Bikeshare Education and Marketing Campaign Program Services
Attn: Matt Petrofsky, Senior Program Specialist
City/County Association of Governments of San Mateo County
555 County Center, 5th Floor
Redwood City, CA 94063

The letter shall be on Consultant letterhead and include the name, title, address, phone number, and email address of the individual whom correspondence and other contacts should be directed during the selection process. Indicate whether there are any conflicts of interest, actual or apparent, that would limit the Proposer's ability to provide the requested services and describe the plan for mitigating such conflicts. Acknowledge the receipt of this RFP and any Addendum to the RFP. Indicate that the proposal is a firm offer to enter into a contract to perform work related to this RFP for a period of 120 days from the due date for proposals.

2) Title Page

Proposals must include a title page that includes the RFP subject, the name of the Proposer's firm, local address, telephone number, name of contact person, contact Person's email address, and the date.

3) Table of Contents

Proposals must include a table of contents that includes a clear identification of the material by section and page number.

4) Project Approach

Provide a brief summary of the qualifications and benefits of selecting the Proposer to perform requested services. This section should clearly convey the Proposer's understanding of the project scope, the general approach to be taken, and identify any specific considerations regarding how the project will be performed. Specifically, please cover the following:

- a) Describe your firms approach to tailoring and implementing multilingual, equity-focused engagement strategies, including outreach to low-income residents, communities of color, and transit-dependent populations.
- b) Outline your strategy for media, advertising, and digital communications, including how you will coordinate timing, messaging, targeting, and performance tracking.
- c) Identify any anticipated challenges and your strategies to address them, particularly related to outreach in diverse communities or data limitations.

5) Work Plan

This section should present a work plan for the tasks described in the Scope of Work (Appendix A). The proposed work plan should discuss how the Proposer will conduct the identified tasks, identify deliverables, and propose a schedule.

6) Schedule of Work

Provide a detailed schedule for all phases of the project and the proposing Consultant's services including time for reviews and approvals. The schedule shall align with the anticipated project kick-off date in March 2026, an approximate eight-month outreach delivery timeline, a maximum four-month program evaluation period, and a completion and closeout date of March 2027.

7) Cost Proposal

Proposers shall provide a detailed not to exceed cost proposal for the Project using the Cost Proposal Template (Appendix B), with best estimate cost breakdowns by calendar year. The cost proposal shall include personnel classifications, hourly rates, overhead rates, and any other cost items necessary to perform the Scope of Work. Rates indicated shall be for the initial one-year contract term and any subsequent annual rate escalation shall not exceed 3%. C/CAG reserves the right to negotiate with or to decline to enter into contracts with a Proposer's whose rates and/or Cost Proposal are unreasonable at C/CAG's sole discretion. The Cost Proposal should summarize total costs by each calendar year and clearly identify all charges that would be passed onto C/CAG.

8) Supplemental Materials

As an appendix, Proposals shall include the following as documentation of relevant Consultant firm information, qualifications and experience:

- a) Provide a list of all clients located within the San Francisco Bay Area
- b) Describe any areas of specialty that your firm has (such as type of client and/or subject matter and/or other).
- c) Provide two (2) relevant work samples.
- d) List of three current references and their contact information, as well as a brief description of work performed for these references.
- e) Staff Qualifications:
Identify the qualifications of staff assigned to perform the work, whose expertise or experience addresses each of the specified needs. Identify the personnel, including subcontractor personnel. The submittal shall designate a project manager who will provide a single point of contact for the management and coordination of all aspects of the work. Identify who is the lead staff on each task. Include names of individuals who would be directly engaged in performance of work under this solicitation. For each of the individuals please submit:
 - Resumes
 - Number of years experience conducting community outreach and/or education

9) Additional Proposal Requirements

As an appendix, Proposals shall include the following documentation related to Conflicts of Interest, Contract Management, Insurance Provisions, and Taxpayer Identification and Certification:

- a) Litigation
Indicate if the proposing Consultant is or was involved with any litigation in connection with prior projects. If yes, briefly describe the nature of the litigation and the result.
- b) Contract Agreement
Indicate if the proposing Consultant requests any exceptions from the standard Contract Agreement included as Appendix C, Sample Agreement Template.
- c) Insurance Provisions
Submit a signed acknowledgement, for Proposer only, that the Proposer agrees to provide the required certificates of insurance providing verification of the minimum insurance requirements listed in Appendix C, Sample Agreement Template, Section 11, Insurance, within ten (10) days

of C/CAG's notice to firm that it is the successful Proposer.

- d) Taxpayer Identification Number and Certification
Submit a W-9, Request for Taxpayer Identification Number and Certification for Proposer only (containing original signature), available at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>.

5. Proposal Evaluation

5.1 Evaluation Process

All proposals will be evaluated by a Selection Committee (Committee) comprised of C/CAG staff and possibly external partners. An initial assessment will be made to ensure that the submittal is responsive to the RFP requirements. An incomplete submittal will be deemed non-responsive and disqualified at C/CAG staff's discretion. The Committee will then assess the quality of each submittal based on the evaluation criteria below and will rank the Proposals. All communication during the evaluation phase shall be through the C/CAG Contract Administrator/Project Manager only. Proposers shall neither contact nor lobby evaluators during the evaluation process. Attempts by Proposer to contact members of the Committee may jeopardize the integrity of the evaluation and selection process and risk possible disqualification of Proposer.

The selection process may include optional oral interviews. If oral interviews are necessary, the consultant will be notified of the time and place of oral interviews and whether any additional information may be required to be submitted. The oral interview panel will include C/CAG staff and may include other individuals with relevant subject matter expertise. The evaluation criteria for the oral interviews, should they occur, are also included below.

5.2 Evaluation Criteria

Proposals will be evaluated according to each evaluation criterion and scored on a zero (0) to five (5) point rating. The scores for all the evaluation criteria will then be multiplied according to their assigned weight to arrive at a weighted score for each proposal. A proposal with a high weighted total will be deemed of higher quality than a proposal with a lesser-weighted total. The final maximum score for any proposal is five hundred (500) points.

		Rating Scale
0	Not Acceptable	Non-responsive, fails to meet RFP specifications. The approach has no probability of success. For mandatory requirement this score will result in disqualification of proposal.
1	Poor	Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving project objectives per RFP.
2	Fair	Has a reasonable probability of success, however, some objectives may not be met.
3	Average	Acceptable, achieves all objectives in a reasonable fashion per RFP specification.
4	Above	Very good probability of success, better than that which is average

	Average/Good	or expected as the norm. Achieves all objectives per RFP requirements and expectations.
5	Excellent/ Exceptional	Exceeds expectations, very innovative, clearly superior to that which is average or expected as the norm. Excellent probability of success and in achieving all objectives and meeting RFP specification.

The Evaluation Criteria Summary and their respective weights are as follows:

No.	Written Evaluation Criteria	Weight
1	Staff and Firm Qualifications	30
2	Understanding of Project Scope of Work	15
3	Proposed Project Approach	20
4	Cost Effectiveness	15
5	Conflict of Interest Statement	Pass/Fail
	Subtotal:	80
No.	Optional Oral Interview Evaluation Criteria	Weight
6	Presentation by team	10
7	Q&A Response to panel questions	10
	Subtotal:	20
	Total:	100

Proposer Discussions

Following the initial evaluation, the evaluation panel may elect to recommend award to a particular Proposer (with or without interviews), or to enter into discussions with a “short list” of Proposers, consisting of those Proposers reasonably likely, in the opinion of the panel, to be awarded the contract.

The purpose of discussions with a Proposer on the “short list” will be to identify to that Proposer’s specific deficiencies and weaknesses in its proposal and to provide the Proposer with the opportunity to consider possible approaches to alleviating or eliminating them. These deficiencies or weaknesses may include such things as technical issues, management approach, cost, or team composition. Discussions may take place through written correspondence and/or during face-to-face interviews. The Proposer’s project manager, as well as other key personnel identified by the evaluation panel, will be expected to participate in any discussions. A Proposer on the “short list” invited to participate in discussions will be expected to provide a presentation consisting of an overview of its approach to the Project.

Recommendation for Contract Award

The Panel will recommend the selected Proposer to the C/CAG Executive Director, based on their evaluation of the written proposals or oral interviews or discussions (if held). The Executive Director will review the recommendation and, if he agrees, staff will forward the recommendation to the C/CAG Board of Directors which authorizes award.

Award

Any award made will be to the Proposer whose proposal is most advantageous to C/CAG based on the

evaluation criteria. If the selected firm fails to enter into a contract with C/CAG in a timely manner as determined by C/CAG, in accordance with the terms and conditions of this procurement, C/CAG reserves the right to reject the proposal of the selected firm and enter into a contract with the next highest ranking firm and so forth until a Consultant is selected under the Terms of the procurement. C/CAG also reserves the right to cancel this procurement and re-procure for this project if it is determined to be in its best interest to do so.

Selection Disputes

A proposer may object to a provision of the RFP on the grounds that it is arbitrary, biased, or unduly restrictive, or to the selection of a particular proposer on the grounds that C/CAG procedures, the provisions of the RFP or applicable provisions of federal, State, or local law have been violated or inaccurately or inappropriately applied by submitting a written protest to the C/CAG Project Manager in accordance with the following deadlines:

1. No later than 5:00 p.m. on the third business day prior to the date Responses to RFP are due, for objections to RFP provisions.
2. No later than 5:00 p.m. on the third business day after the date the proposer is notified that it did not meet the minimum qualifications or was found to be non-responsive.
3. No later than 5:00 p.m. on the third business day after the date on which the proposer is notified that it was not selected, or, if applicable, the date the Committee recommends award, whichever is later, for objections to the recommended award.

Protests must clearly and specifically describe the basis for the protest and state the proposed relief or remedy in sufficient detail for C/CAG staff to recommend a resolution to the C/CAG Executive Director. The C/CAG Executive Director will respond to the protest in writing, based on the recommendation of staff.

Public Records

This RFP and any material submitted in response to this RFP are subject to public inspection under the California Public Records Act (Government Code §6250 *et seq.*), unless exempt by law. Other than proprietary information or other information exempt from disclosure by law, the content of proposals submitted to C/CAG will be made available for inspection consistent with its policy regarding Public Records Act requests.

If the Proposer believes any proposal content contains trade secrets or other proprietary information that the Proposer believes would cause substantial injury to the Proposer's competitive position if disclosed, the Proposer may request that C/CAG withhold from disclosure such proprietary materials by marking each page containing proprietary information, including financial information, if any, required to be submitted under Section 4, Proposal Requirements, as confidential and shall include the following notice at the front of its proposal:

“The data on the following pages of this proposal, including financial information submitted under Section 4, Proposal Requirements, of this RFP marked along the right margin with a vertical line, contain technical or financial information that constitute trade secrets and/or that, if disclosed, would cause substantial injury to the Proposer's competitive position. The Proposer

requests that such data be used for review by C/CAG only, but understands that exemption from disclosure will be limited by C/CAG's obligations under the California Public Records Act. If an agreement is awarded to the Proposer submitting this proposal, C/CAG shall have the right to use or disclose the data, unless otherwise provided by law. [List pages]."

Failure to include this notice with relevant page numbers shall render any "confidential/proprietary" markings inadequate. Individual pages shall accordingly not be treated confidentially. By submitting a proposal with portions marked as confidential or proprietary, a Proposer represents it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act. Any language purporting to render the entire proposal confidential or proprietary will be regarded as ineffective and will be disregarded. In addition, the Proposer may not designate any required proposal forms or the cost proposal as confidential. Consequently, any language purporting to render any proposal forms or the cost proposal as confidential or proprietary will be regarded as ineffective and will be disregarded.

In the event properly marked data is requested pursuant to the California Public Records Act, the Proposer will be advised of the request. If the proposal requests that C/CAG withhold such data from disclosure and C/CAG complies with the Proposer's request, the Proposer shall assume all responsibility for redacting the proposal; defending any challenges resulting from the non-disclosure; indemnifying, defending C/CAG and holding C/CAG harmless from and against all claims, legal proceedings, and resulting damages and costs (including but not limited to attorneys' fees that may be awarded to the party requesting such Proposer information); and paying any and all costs and expenses relating to the withholding of the Proposer information. Proposer agrees that C/CAG's sole involvement in any litigation resulting from C/CAG's withholding of records shall be to retain the records until otherwise ordered by a court.

If the Proposer does not follow all of the requirements in this section for withholding proprietary information as exempt from disclosure under the California Public Records Act, C/CAG shall have no obligation to withhold the information from disclosure, and the Proposer shall not have a right to make a claim or maintain any legal action against C/CAG or its Board Members, committee members, employees or agents in connection with such disclosure.

Organization Conflict of Interest

Proposals shall include a Conflict of Interest Statement disclosing any financial, business or other relationship with C/CAG that may have an impact upon the outcome of the contract. The Consultant shall also list current clients who may have a financial interest in the outcome of this contract.

By submitting a proposal, the Proposer represents and warrants that no Board of Director, or employee of C/CAG is in any manner interested directly or indirectly in the proposal or in the contract that may be made under it or in any profits expected to arise therefrom, as set forth in California Government Code Section 1090.

The Proposer further warrants and represents that it presently has no interest and agrees that it will not acquire any interest that would present a conflict of interest under California Government Code Sections 1090 *et seq.* or 87100 *et seq.* during the performance of services under any contract resulting from this procurement and that it will not knowingly employ any person having such an interest. Violation of this provision may result in the contract being deemed void and unenforceable.

Point of Contact

Matt Petrofsky

Senior Program Specialist

City/County Association of Governments of San Mateo County

555 County Center, 5th Floor

Redwood City, CA 94063

E-mail: mpetrofsky@smcgov.org

APPENDIX A SCOPE OF WORK

Project Overview:

As the Congestion Management Agency and County Transportation Agency for San Mateo County, C/CAG, and its partnering agencies, strive to provide a safe, accessible, and comprehensive network of bicycle and pedestrian facilities for a diverse population in San Mateo County. These facilities aim to increase mobility and provide equitable levels of access to affordable and reliable transportation options.

In 2021 C/CAG released a Comprehensive Bicycle and Pedestrian Plan, in which Micromobility was a recommended program. In December 2022, the C/CAG Board adopted the San Mateo County Shared Micromobility Study and Implementation Plan, which recommended the implementation of a multi-jurisdictional bikeshare pilot program (bike and scooter-share refers to bicycles, electric bicycles, or electric scooters that may be borrowed as part of a self-service rental program). In May 2024, the Metropolitan Transportation Commission (MTC) in collaboration with C/CAG, expanded the regional Bay Wheels bike share program into Daly City, its first foray into San Mateo County. This program was expanded with a vision to provide an affordable, convenient, and sustainable transportation option that reduces vehicle miles travelled, connects communities to destinations across the County, and seamlessly integrates with transit. These services are intended to be used by residents and visitors alike, including low-income individuals, communities of color, persons with disabilities, and other historically marginalized communities. In October 2025, the program expanded further, increasing the number of stations and vehicles available within Daly City. A third expansion is planned for 2026.

In preparation for the initial launch of the Daly City Bike Share program, C/CAG engaged a consultant team consisting of Mariposa Planning Solutions, Emergent Labs, and the Silicon Valley Bicycle Coalition. That team developed the C/CAG Bike & Scooter Share Marketing Plan & Branding Toolkit, which establishes a comprehensive framework for education, outreach, and marketing strategies designed to engage residents, workers, and visitors.

C/CAG now seeks to build on this foundational work by procuring Bikeshare Education and Marketing Campaign Program Services. The purpose of this solicitation is to implement the strategies identified in the Marketing Plan and to develop additional complementary outreach activities, as appropriate, to promote existing Bay Area Bike Share programs in San Mateo County. The scope of work will emphasize multilingual, equity-focused education, marketing, and program enrollment support.

Tasks:

The Bikeshare Education and Marketing Campaign Program Services requested by the C/CAG Project Manager may include, but are not limited to, the following:

1. Project Management and Coordination

This task refers to the ongoing project management and administration related to this work. The consultant shall:

- Organize a project kickoff meeting with C/CAG.
- Prepare a detailed project schedule.
- Participate in recurring bi-weekly coordination meetings.
- Provide monthly updates summarizing progress, deliverables, and expenditures.
- Submit monthly invoices consistent with C/CAG requirements.

Deliverables:

- Kickoff meeting summary
- Final work plan and schedule
- Monthly progress memos

- Monthly invoicing

2. Develop Bikeshare Education and Marketing Campaign Program Plan and Schedule

Under this task, the Consultant shall review and build upon the existing C/CAG Bike & Scooter Share Marketing Plan & Branding Toolkit to prepare a refined Bikeshare Education and Marketing Campaign Program Plan and Schedule that is implementation-ready. The intent of this task is not to develop a new marketing plan, but to leverage prior work, confirm continued relevance of recommended strategies, and make targeted updates as needed to reflect current Bay Area Bike Share program status, operating conditions, and outreach priorities. The Program Plan and Schedule shall be informed by, but not limited to, the eight-month campaign framework previously identified in the Marketing Plan and Toolkit, and shall incorporate any necessary adjustments based on changes in program design, service areas, partner roles, data availability, or community needs since the plan was developed. While the overall objective of the campaign is to increase ridership across all user groups, the Consultant is expected to place particular emphasis on multilingual, equity-focused engagement, marketing, and program enrollment support.

The Consultant shall present the draft Program Plan and Schedule to C/CAG staff, and, if requested to the C/CAG Board of Directors. Implementation of the approved Program Plan and Schedule will occur under a subsequent task.

Work under this task shall include, at a minimum:

- Review the existing C/CAG Bike & Scooter Share Marketing Plan & Branding Toolkit and prepare an updated Bikeshare Education and Marketing Campaign Program Plan and Schedule that reflects current program conditions and implementation needs. The Consultant shall plan for up to two (2) rounds of revisions. Strategies anticipated to be required during implementation and identified in Task 3 shall be incorporated into this plan.
- Develop a performance tracking framework aligned with the Program Plan and Schedule, including metrics to monitor engagement, demographic reach, equity outcomes, enrollment, and ridership trends, to the extent data are available. The performance framework may be included as a component of the Program Plan and Schedule.
- Present the Program Plan and Schedule to C/CAG staff.
- Present the Program Plan and Schedule to the Board of Directors, as requested.

Deliverables:

- Presentation materials for C/CAG staff, and the C/CAG Board of Directors.
- Draft and final Bikeshare Education and Marketing Campaign Program Plan and Schedule (two rounds of edits).
- Performance tracking framework.

3. Implement Bikeshare Education and Marketing Campaign Program

Under this task, the Consultant shall implement the Bikeshare Education and Marketing Campaign Program Plan and Schedule developed and approved under Task 2. The intent of this task is to operationalize the strategies identified in the updated Program Plan, while allowing flexibility to refine, adapt, and adjust specific tactics over the course of implementation in response to evolving program conditions, performance outcomes, and community feedback. C/CAG will review and approve all major messaging prior to public release.

Implementation activities are expected to align with the goals, strategies, and priorities identified in the Program Plan and Schedule. Anticipated areas of effort may include, but are not limited to, the following:

- **Multilingual and Equity Focused Outreach and Engagement:** The Consultant is expected to conduct multilingual, culturally competent outreach tailored to low-income individuals, college students, transit-dependent populations, underserved communities, and other priority groups identified in the Program Plan. Engagement approaches and messaging should be adapted as needed based on audience, geography, and program performance. Topics anticipated to be addressed through outreach and education may include:
 - Awareness and knowledge: inform the public about these bike share services, how they operate, and their advantages, such as cost-effectiveness, convenience, and environmental benefits.

- Safety and comfort: promote bicycling safety, helmet use, highlight availability of bicycling infrastructure, and provide tools to increase riders' comfort levels with using micromobility services.
- Infrastructure and Accessibility: advocate for better infrastructure and inform the public about existing improvements and plans for future developments.
- Ease of use: highlight integration with public transportation, the availability of docking stations, and emphasize how these services enable multi-modal journeys.
- Improve Cost Perceptions: clarify pricing structures, emphasize affordability compared to other transport options, and highlight available subsidies or discounts.
- Equity and Inclusivity: ensure that the program is welcoming and usable for everyone by addressing potential barriers faced by underserved populations.
- Sustainability: highlight bike and scooter-share programs as part of a sustainable lifestyle that has GHG and VMT reduction impacts.
- Behavioral Change in Drivers: foster greater awareness and respect for bikeshare and scooter-share users by informing drivers about the rights of cyclists and scooter riders and the importance of giving them adequate space on the road and encouraging a culture of mutual respect between drivers and non-motorized users.
- Media, advertising, and digital communications.
 - Consultant will produce a mix of traditional, digital and community-based communications consistent with the Plan, which may include press events, e-blasts, social media content, digital and print advertising, and traditional media (TV ads, newspaper ads, flyers, etc).
 - Materials are anticipated to be produced in English, Spanish, Chinese, and Tagalog, consistent with the Program Plan.
- Influencer/ambassador outreach.
 - Consultant will offer free monthly memberships to 1-2 Bay Area influencers from Equity Focus Area geographies and/or demographics and/or paid partnerships to promote the program to their followers (ambassador programs).
- One Community Challenge event.
 - Consultant will plan and launch a Community Challenge event, envisioned to get new riders to use the bikeshare program as much as they can in a month or a certain timeframe. C/CAG envisions the Consultant working with Bay Wheels and possibly Commute.org to promote and track this challenge.
- One public bikeshare education workshop with a Community Based Organization.
 - Consultant will partner with a CBO, such as the Silicon Valley Bicycle Coalition, to engage with monolingual and low-income communities to gather community feedback on the accessibility, affordability, and availability of services in all areas of the county, as well as generating community support for the program.
- Two public bikeshare education training events
 - Consultant will offer a minimum of two rider education trainings to improve user confidence and safety. These programs should cover basic skills, safety practices, and how to use the bikeshare and scooter-share systems effectively. These may take place at existing community events within Daly City.

Deliverables:

- Multilingual outreach materials (English, Spanish, Chinese, Tagalog) covering awareness, safety, accessibility, convenience, cost, multimodal integration, equity, and sustainability topics.
- Digital communications package including social media posts, e-blasts, and graphics for all required languages.
- Advertising assets package including digital ads, print ads, radio scripts, and TV/radio placements in all required languages.
- Physical outreach package including flyers, posters, and other printed outreach materials in all required

languages.

- Influencer/ambassador partnership agreements, content guidelines, content, and an influencer activity summary.
- Community Challenge event plan, promotional materials, and tracking/reporting summaries.
- Materials and curriculum for one bikeshare education workshop with a CBO, as well as a summary report from the bikeshare education workshop.
- Materials and curriculum for two rider education training events, as well as summary reports from the two rider education training events.

4. Performance Tracking, Evaluation, and Final Reporting

Using the performance tracking framework created in Task 2, and using information gained from paid community focus groups, the consultant will track and evaluate the effectiveness of the education and marketing campaign including lessons learned and next steps. Consultant will deliver this information in the forms of a mid-program evaluation memo, and a final performance report.

- Three paid focus groups with low-income residents.
 - Consultant will conduct a minimum of three paid focus groups with low-income residents, including those who speak Spanish, Cantonese, and Tagalog, to ensure that the program is effectively meeting the needs of these communities. Feedback from these groups can guide program adjustments, improve outreach strategies, and be used to assess the low-income discount program effectiveness.
- Consultant will collect, analyze and summarize performance of the education and marketing campaign as well as the effects on the first 4 months of the bikeshare and scooter-share program to develop a mid-project evaluation memo.
 - Ridership, enrollment, and usage data will be provided by the operator or C/CAG; consultant will not be responsible for collecting these data independently
 - Consultant should plan for two (2) rounds of edits to this memo.
 - Consultant will present memo and findings to C/CAG staff.
- Consultant will use the mid-project evaluation memo as the basis to develop a full performance report of the completed Bikeshare Education and Marketing Campaign Program and provide next steps.
 - Consultant should plan for two (2) rounds of edits to this report.
 - Consultant will present report and findings to C/CAG staff.
 - Present report and findings to up to four (4) of the C/CAG public committees and Board of Directors.
- Provide all files, datasets, creative assets, research notes, and supporting materials.

Deliverables:

- Recruitment materials, scripts, and facilitation guides for three paid focus groups, as well as summary reports for each of the three focus groups, including findings and recommendations.
- Mid-project evaluation memo drafts (2) and final.
- Final Campaign Performance Report drafts (2) and final
- Full archive of all editable design files, data, and materials
- Presentation materials for C/CAG staff, and for C/CAG committees and Board if required.

5. Optional Tasks

As needed and only upon prior approval from the C/CAG project manager, optional tasks as assigned may include work on related outreach or transportation efforts.

Deliverables:

1. To be determined

Attachment B Cost Proposal Template

Main Contact: First and last name
 Firm Name: ABC
 Firm Address: 123 Main St
 Procurement Title: C/CAG Bikeshare Education and Marketing Campaign Program Services

TASK	DIRECT LABOR				TOTAL HOURS	SUBTOTAL DIRECT LABOR	OVERHEAD COSTS	TOTAL COST
	Firm Name ABC	Firm/Sub Name ABC	Add extra columns as necessary	Add extra columns as necessary				
Task 1 - Project Management and Coordination								
1.1. Attend a project kickoff meeting with C/CAG.					0	\$ -	\$ -	\$ -
1.2. Prepare a detailed project schedule.					0	\$ -	\$ -	\$ -
1.3. Participate in recurring bi-weekly coordination meetings.					0	\$ -	\$ -	\$ -
1.4. Provide monthly updates					0	\$ -	\$ -	\$ -
1.5. Submit monthly invoices					0	\$ -	\$ -	\$ -
Subtotal					0	\$ -	\$ -	\$ -
Task 2 - Develop Bikeshare Education and Marketing Campaign Program Plan and Schedule								
2.1. Bikeshare Education and Marketing Campaign Program Plan and Schedule					0	\$ -	\$ -	\$ -
2.2. Develop a performance tracking framework					0	\$ -	\$ -	\$ -
2.3. Present plan and schedule to C/CAG staff.					0	\$ -	\$ -	\$ -
2.4. Present to one of the C/CAG public committees.					0	\$ -	\$ -	\$ -
Subtotal					0	\$ -	\$ -	\$ -
Task 3 - Implement Bikeshare Education and Marketing Campaign Program								
3.1. Multilingual and culturally competent engagement					0	\$ -	\$ -	\$ -
3.2. Media, advertising, and digital communications.					0	\$ -	\$ -	\$ -
3.3. Influencer/ambassador outreach.					0	\$ -	\$ -	\$ -
3.4. One Community/Challenge event.					0	\$ -	\$ -	\$ -
3.5. One public bikeshare education workshop.					0	\$ -	\$ -	\$ -
3.6. Two public bikeshare education training events.					0	\$ -	\$ -	\$ -
3.7. Three paid focus groups with low-income residents.					0	\$ -	\$ -	\$ -
Subtotal					0	\$ -	\$ -	\$ -
Task 4 - Performance Tracking, Evaluation, and Final Reporting								
4.1. Mid-project evaluation memo.					0	\$ -	\$ -	\$ -
4.2. Full performance report of the completed Program.					0	\$ -	\$ -	\$ -
4.3. Provide all files, datasets, creative assets, research notes, and supporting materials.					0	\$ -	\$ -	\$ -
Subtotal					0	\$ -	\$ -	\$ -
TOTAL PROJECT COST								\$ -

AGREEMENT BETWEEN CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY AND [CONSULTANT NAME]

This Agreement is entered into by and between the City/County Association of Governments of San Mateo County, a joint powers agency whose members include the County of San Mateo and the twenty incorporated cities and towns within San Mateo County (“C/CAG”) and [CONSULTANT NAME] (“Consultant”) (together the “Parties”) on [ENTER DATE].

RECITALS

C/CAG is the Congestion Management Agency for San Mateo County [OR OTHERWISE DESCRIBE APPLICABLE C/CAG ROLE]; and

C/CAG has determined that consultant services are needed to assist C/CAG with [DESCRIBE PROJECT/REQUIRED SERVICES]; and

The purpose of the [PROGRAM/PROJECT] is to [PURPOSE]; and

C/CAG has determined that Consultant has the requisite qualifications to perform this work; and

The total amount available to Consultant under this Agreement is not to exceed \$[AMOUNT]; and

[ADJUST THIS CLAUSE AS NECESSARY] by adoption of [RESOLUTION #], the C/CAG Board of Directors authorized the C/CAG [Chair or Executive Director] to execute an agreement with Consultant to provide the services described in Exhibit A, Scope of Work.

NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:

1. **Services to be provided by Consultant.** In consideration of the payments set forth in this Agreement and in Exhibit B, Consultant shall provide services for C/CAG in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A, Scope of Work, attached hereto (the “Services”).

In the performance of its services, Consultant represents that it has and will exercise the degree of professional care, skill, efficiency, and judgment of consultants with special expertise in providing such services, and Consultant represents that it carries and will maintain all applicable licenses, certificates, and registrations needed for the work in current and good standing.

2. **Payments.** In consideration of the services rendered with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, C/CAG shall make payment to Consultant based on the rates and in the manner specified in Exhibit B, Project Budget. C/CAG reserves the right to withhold payment if C/CAG determines that the quantity or quality of the work performed is unacceptable. In no event shall C/CAG’s total fiscal obligation under this agreement exceed [COST, SPELLED OUT] (\$[COST, NUMBER]). Payments shall be made to Consultant monthly, upon submission of an invoice by Consultant that has been reviewed and approved by C/CAG and identifies expenditures and describes services performed and percentage of deliverables completed. C/CAG shall have the right to receive, upon request, documentation substantiating charges billed to C/CAG.
3. **Term.** Subject to compliance with all terms and conditions, the term of this Agreement shall be from [DATE] to [DATE].
4. **Termination.** This Agreement may be terminated by the C/CAG Executive Director at any time for any reason by providing 30 days’ notice to Consultant. Subject to availability of funding, Consultant shall be paid for all services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work actually completed to the work required by the Agreement.

C/CAG may terminate this Agreement or a portion of the services referenced in the Exhibits based on the unavailability of federal, State, or other outside funds by providing written notice to Consultant as soon as is reasonably possible after C/CAG learns of said unavailability of outside funding.

C/CAG may also terminate this Agreement for cause. In order to terminate for cause, C/CAG must first give Consultant notice of the alleged breach. Consultant shall then have five business days after receipt of such notice to respond and a total of ten calendar days after receipt of such notice to cure the alleged breach. If Consultant fails to cure the breach within this period, C/CAG may immediately terminate this Agreement without further action. The option available in this paragraph is separate from the ability to terminate without cause with appropriate notice described above. In the event that C/CAG provides notice of an alleged breach pursuant to this section, C/CAG may, in extreme circumstances, immediately suspend performance of services and payment under this Agreement pending the resolution of the process

described in this paragraph. C/CAG has sole discretion to determine what constitutes an extreme circumstance for purposes of this paragraph, and C/CAG shall use reasonable judgment in making that determination.

5. **Progress Reports.** Consultant shall provide C/CAG with progress reports according to the schedule and form approved by the C/CAG Project Manager.
6. **Key Personnel.** The key personnel to be assigned to this work by the Consultant and, if applicable, their hourly rates and the estimated hours to be supplied by each are set forth in Exhibit C, Key Personnel Assignments, attached hereto and incorporated herein by this reference. Substitution of any of the personnel named in Exhibit C or a decrease in the hours provided to the project by such personnel of more than 10% requires the prior written approval of the C/CAG Project Manager or a designee. Consultant shall maintain records documenting compliance with this Section, and such records shall be subject to the audit requirements of Section 14. Consultant agrees that all personnel assigned to this work will be professionally qualified for the assignment to be undertaken. C/CAG reserves the right to direct removal of any individual, including key personnel, assigned to this work.
7. **Contract Materials.** Upon expiration or termination of this Agreement, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as “contract materials”) prepared by Consultant under this Agreement shall become the property of C/CAG and shall be promptly delivered to C/CAG. Upon termination, Consultant may make and retain a copy of such contract materials if permitted by law. Consultant shall not be liable for C/CAG’s use, modification or re-use of products without Consultant’s participation or for purposes other than those specifically intended pursuant to this Agreement.
8. **Relationship of the Parties.** Consultant agrees and understands that the work and/or services performed under this Agreement are performed as an independent contractor and not as an employee of C/CAG and that neither Consultant nor its employees acquire any of the rights, privileges, powers, or advantages of C/CAG employees.
9. **Assignability and Subcontracting.** Consultant shall not assign this Agreement or any portion of it to a third party, or subcontract with a third party, to provide services required by Consultant without the prior written consent of the C/CAG Executive Director. Any such assignment or subcontract without the C/CAG Executive Director’s prior written consent shall give C/CAG the right to automatically and immediately terminate this Agreement without penalty or advance notice.
10. **Hold Harmless/Indemnity.**
 - a. *General.* Consultant shall indemnify and hold harmless C/CAG and its officers, agents, employees, and servants from and against any and all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Consultant under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following: (A) injuries to or death of any person, including Consultant or its employees/officers/agents; (B) damage to any property of any kind whatsoever and to whomsoever belonging; (C) any sanctions, penalties, or claims of damages resulting from Consultant’s failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or (D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of C/CAG and/or its officers, agents, employees, or servants. However, Consultant’s duty to indemnify and hold harmless under this Section shall not apply to injuries or damage for which C/CAG has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Consultant to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

- b. *Intellectual Property.* Consultant hereby certifies that it owns, controls, and/or licenses and retains all right, title, and/or interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and/or other technology relating to any part of the services it provides

under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement.

Consultant warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Consultant shall defend, indemnify, and hold harmless C/CAG from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Consultant's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) C/CAG notifies Consultant promptly in writing of any notice of any such third-party claim; (b) C/CAG cooperates with Consultant, at Consultant's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Consultant retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Consultant shall not have the right to settle any criminal action, suit, or proceeding without C/CAG's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on C/CAG, impair any right of C/CAG, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of C/CAG without C/CAG's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Consultant's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes C/CAG's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Consultant shall, at Consultant's option and expense, either: (i) procure for C/CAG the right to continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Consultant will have no obligation or liability to C/CAG under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for C/CAG (other than modification performed by, or at the direction of, Consultant) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by C/CAG in a manner prohibited by this Agreement.

The duty of Consultant to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

11. Insurance.

- a. *General Requirements.* Consultant or its subconsultants performing the services on behalf of Consultant shall not commence work under this Agreement until all insurance required under this section has been obtained. Consultant shall use diligence to obtain such insurance. Consultant shall furnish C/CAG with Certificates of Insurance evidencing the required coverage and there shall be a specific contractual liability endorsement extending Consultant's coverage to include the contractual liability assumed by Consultant pursuant to this Agreement. These Certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to C/CAG of any pending change in the limits of liability or of non-renewal, cancellation, or modification of the policy.
- b. *Workers' Compensation and Employer's Liability Insurance.* Consultant shall have in effect, during the entire life of this Agreement, Workers' Compensation and Employer's Liability Insurance providing full statutory coverage. In signing this Agreement, Consultant certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

c. *Liability Insurance.* Consultant shall take out and maintain during the life of this Agreement such Bodily Injury Liability and Property Damage Liability Insurance as shall protect Consultant, its employees, officers and agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage that may arise from Consultant's operations under this Agreement, whether such operations be by Consultant or by any sub-consultant or by anyone directly or indirectly employed by either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall be not less than \$1,000,000.

d. *Insurance Limits; Insured Entities; Breach.* Required insurance shall include:

(a)	Comprehensive General Liability.....	\$1,000,000
(b)	Workers' Compensation.....	Statutory
(c)	Motor Vehicle Liability Insurance.....	\$1,000,000
(d)	Professional Liability.....	\$1,000,000

C/CAG and its officers, agents, employees and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that the insurance afforded thereby to C/CAG, its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy, and that if C/CAG, or its officers, agents, employees, and servants have other insurance against a loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, the C/CAG Chairperson, at his/her option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

12. **Compliance with All Laws.** All services to be performed by Consultant pursuant to this Agreement shall be performed in accordance with all applicable federal, state, San Mateo County, and municipal laws, ordinances, regulations, and executive orders, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the federal regulations promulgated thereunder, as amended (if applicable), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any federal financial assistance, as well as any required economic or other sanctions imposed by the United States government or under state law in effect during the term of the Agreement. In the event of a conflict between the terms of this Agreement and any applicable State, federal, San Mateo County, or municipal law, regulation, or executive order, the requirements of the applicable law, regulation, or executive order will take precedence over the requirements set forth in this Agreement.

Consultant will timely and accurately complete, sign, and submit all necessary documentation of compliance with this Section.

13. **Non-discrimination.**

a. *General.* Consultant and any subconsultants performing services on behalf of Consultant shall not discriminate or permit discrimination against any person or group of persons on the basis of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition, military service, or genetic information, or in any manner prohibited by federal, state or local laws.

b. *Discrimination Against Individuals with Disabilities.* The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). **This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.**

14. **Substitutions.** If particular persons or classifications are identified in Exhibit A as providing services under this Agreement, Consultant will not assign others to work in their place without the prior written consent of the C/CAG Executive Director. Any substitution shall be with a person or classification of commensurate experience and knowledge unless otherwise authorized by the C/CAG Executive Director.

15. **Record Retention; Right to Monitor and Audit.**

- a. Consultant shall maintain all required records relating to services provided under this Agreement for three (3) years after C/CAG makes final payment and all other pending matters are closed, and Consultant shall be subject to the examination and/or audit by C/CAG, a federal grantor agency, and/or the State of California.
- b. Consultant shall comply with all program and fiscal reporting requirements set forth by applicable federal, State, and local agencies and as required by C/CAG.
- c. Consultant agrees upon reasonable notice to provide to C/CAG or its authorized representative, to any Federal or State department having monitoring or review authority, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

16. **Debarment and Suspension Certification**

- a. The Consultant's signature affixed herein shall constitute a certification under penalty of perjury under the laws of the State of California, that the Consultant or any person associated therewith in the capacity of owner, partner, director, officer or manager:
 1. Is not currently under suspension, debarment, voluntary exclusion, or determination of eligibility by any federal agency;
 2. Has not been suspended, debarred, voluntarily excluded, or determined ineligible by any federal agency within the past three (3) years;
 3. Does not have a proposed debarment pending; and
 4. Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three (3) years.
- b. Any exceptions to this certification must be disclosed to C/CAG. Exceptions will not necessarily result in denial of recommendation for award, but will be considered in determining responsibility. Disclosures must indicate the party to whom the exceptions apply, the initiating agency, and the dates of agency action.
- c. Exceptions to the Federal Government excluded parties (<https://sam.gov/content/home>) maintained by the U.S. General Services Administration are to be determined by FHWA.

17. **Permits/Licenses.** If any license, permit, or approval is required to perform the work or services required by this Agreement, Consultant bears the responsibility to obtain said license, permit, or approval from the relevant agency at Consultant's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

18. **Merger Clause; Amendments.** This Agreement, all Exhibits and other attachments incorporated by reference, constitutes the sole agreement of the Parties with regard to the matters covered in this Agreement, and correctly states the rights, duties and obligations of each party as of the document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any exhibit or attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations or representations between the Parties not expressly stated in this Agreement are not binding. All subsequent modifications or amendments shall be in writing and signed by the Parties.

19. **Controlling Law; Venue.** This Agreement shall be governed by the laws of the State of California, without regard to its choice of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

20. **Notices.** Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of C/CAG, to:
City/County Association of Governments of San Mateo County
555 County Center, 5th Floor
Redwood City, CA 94063
Attention: [NAME]
Email: [EMAIL]

In the case of Consultant, to:
[CONSULTANT NAME]
[ADDRESS]
[ADDRESS]
Attention: [NAME]
Email: [EMAIL]

21. **Electronic Signature.** Both C/CAG and Consultant wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law.

In witness of and in agreement with this Agreement's terms and conditions, the Parties, by their duly authorized representatives, affix their respective signatures.

[NAME] (Consultant)

By _____

Date

City/County Association of Governments of San Mateo County (C/CAG)

By _____

Adam Rak
C/CAG Chair

Date

C/CAG Legal Counsel

By _____

Melissa Andrikopoulos, C/CAG Counsel

Exhibit A
SCOPE OF WORK

In consideration of the payments set forth in Exhibit B, Consultant shall provide the following services:

**Exhibit B
BUDGET**

In consideration of the services provided by Consultant described in Exhibit A and subject to the terms of the Agreement, C/CAG shall pay Consultant based on the following fee schedule and terms:

[INSERT FEE SCHEDULE AND DESCRIBE PAYMENT STRUCTURE]

Options:

- time and materials, monthly invoice
- time and materials, deliverables, or percentage of deliverables completed
- task orders

Under no circumstances shall the amount paid by C/CAG to Consultant exceed \$XXXXX. Consultant shall provide C/CAG with a written itemized invoice [option: insert invoicing schedule, i.e., "monthly"] that allows C/CAG to reconcile the work performed. All invoices shall include the agreement number, project location, dates of services and specific work completed. C/CAG shall have the right to receive, upon request, documentation substantiating charges billed to C/CAG.

Remit invoices to:

[INSERT]

Payment will be made within 30 days of receipt of an acceptable invoice. C/CAG shall have the right to withhold payment if C/CAG determines the quantity and/or quality of the work performed is unacceptable.

Exhibit C

Key Personnel Assignments



Shared San Mateo Pilot Program Marketing Plan & Branding Toolkit



Disclaimer: This is an internal marketing plan, meant to guide C/CAG and the operator's staff to conduct an eight month long marketing campaign. It will cover marketing campaign goals, communications, goals, target audiences, messaging and spokespeople, media strategies, a template press release, a list of recommended marketing materials, and a branding style guide. It is not intended to be disseminated publicly and can be adjusted by staff accordingly when an operator is on board.

It is informed by the outreach conducted on this project and lessons learned from other equity focused bikeshare efforts in Los Angeles and Oakland conducted by the consultant team. It is highly recommended that C/CAG and the future operator do additional future research/outreach to monolingual and/or low-income communities of color to get further insight and data on program design and marketing.

Marketing campaign goals

The following proposed campaign goals are an initial starting point to allow C/CAG to decide and adjust in the future with the operator based on the ultimate program size and design. The proposed ridership and membership enrollment goal numbers below are loosely based on a cursory review of [other agencies' programs' data](#), including Santa Monica's comparably sized Breeze Bikeshare Program, which had 500 bicycles and 80 stations. The program launch goals are based on client provided numbers from the Feasibility Study.

Program Launch Goals - 150-250 bikes/pilot area (≈300-500 devices in total)

Ridership goals:

- 6 months - 120,000 trips taken
- One year- 240,000 trips taken
- Within EFAs: 30-50% of trips taken (can be higher if more stations are ultimately located in EFAs)
- Within the low-income discount program: 10-25% of trips taken

Membership enrollment goals:

- 6 months: 250 monthly memberships and 600-750 annual memberships
- One year: 500 monthly memberships and 1200-1500 annual memberships
- Within the low-income discount program: 10-25% of program memberships

Communications Goals

- Build public support for bike and scooter share through securing 5 earned media articles, radio, and/or tv segments in both local mainstream and ethnic media
- Secure program enrollment conversions for 100 monthly and 50 annual memberships through a 2 month multilingual paid social media ad program.

- Secure program enrollments of 250 monthly and 100 annual memberships through a Community Based Organization/Equity Focus Area promotional partnership campaign.

Target Audiences

- 25-54 year olds
- Low-income workers and visitors to North Fair Oaks, Redwood City, Daly City, Broadmoor, and Colma
 - English speaking African American, Latinx, and Asian workers and visitors who are newer to shared mobility tools
 - Spanish speaking low-income Latinx workers and visitors who are newer to shared mobility tools and less engaged digitally
 - Cantonese speaking low-income Chinese workers and visitors
 - Tagalog speaking low-income Filipino workers and visitors
- People who are enrolled in public benefit programs

Messaging

(Top values and concepts to include or exclude in messaging informed by outreach summary findings, the branding discussion, and lessons learned from past bikeshare projects)

- In-Frame
 - Mobility (both literal and economic)
 - More time for family, fun, and other important parts of life
 - Saving money
 - Connecting to important destinations, especially between transit and commercial areas
 - E-bikes
 - Easy to use
 - Convenient
 - Accessible to communities of color/inclusive
 - Fun to use/recreational
 - Great for navigating hilly neighborhoods, like Daly City
 - Well maintained
 - Collective/community ownership/assets
- Out-Frame
 - Dockless devices cluttering sidewalks/streets
 - Too difficult to use/only for tech savvy people or banked people
 - Too expensive
 - Not conveniently located
 - Only for privileged people
 - Unsafe, not enough bike lanes to ride in and sidewalks off limits
 - Impractical for seniors, parents, and families
 - Being a police target while riding the shared devices
 - Only for unhoused users

Soundbite Message

(For short descriptions of the program particularly for outreach elevator speeches, social media, and short interviews on TV or radio)

Problem: It can be expensive, stressful, and time consuming to get around San Mateo County, whether you drive or take transit.

Solution: Spend less money and time stuck in traffic and more time enjoying life with friends and family with a new shared bike and scooter program. Conveniently connect to your favorite destination while getting cars off the road and cleaning up the air.

Call to Action: Sign up for a monthly or annual membership in C/CAG and _____ (operator name)'s new Shared San Mateo bike and scooter share program today and start getting around for less!

Talking Points

(Can be adapted for longer media interviews with radio/tv outlets and when conducting outreach)

- A new Shared San Mateo Bike and Scooter Share program has arrived in Redwood City, North Fair Oaks, Daly City, Broadmoor, and Colma!
- You can now rent e-bikes and scooters to help make those short trips that are just a little too inconvenient to walk to get to transit stops, jobs or school, shopping or simply to have fun outdoors.
- Shared San Mateo Bike and Scooter Share stations are conveniently located throughout these communities and will help reduce pollution, traffic, and stress, especially for our low-income residents and workers.
- One ride costs \$xx and there are monthly and annual memberships at \$XX and \$xx respectively.
- It's really convenient. You can pay right at the Shared San Mateo stations with cash, card, or via app.
- C/CAG and _____ (operator) will also be partnering with agencies offering social service programs and community based organizations to make sure we reach residents and those who work in our communities most in need and help them sign up for affordable, discounted program memberships.
- We're excited about the potential impact this pilot program will have on supporting people's economic and transportation mobility, while also helping reduce driving trips and traffic.
- We will be evaluating how well the program serves the community and how we can learn, improve, and ideally, eventually expand the program into other communities with an equity first lens.

Tone Guidelines

Given the marketing campaign's focus on low-income young people and adults of color, the messaging and marketing collateral should align with the following tone qualities:

- Positive, upbeat

- Cheer people on for using the program and helping their communities
- Fun and casual
 - Use a playful (but professional) voice whenever possible to make the program appealing and inviting, particularly to younger adults
- Straightforward
 - Use clear, intuitive language without jargon (ex: Greenhouse Gases or VMT)
- Multicultural
 - Work with community partners to use appropriate and tailored cultural references wherever possible to signal a connection with key audiences, particularly for translated collateral
- Focus on benefits target audiences care about
 - Focus less on environmental framing, which may be the program's goals and more on economic and quality of life benefits

Website homepage copy

Looking for an easy and affordable way to get around San Mateo County?

In _____ (month/year), C/CAG and _____ (operator name) launched a new Shared San Mateo Bike and Scooter Share program in Redwood City, North Fair Oaks, Daly City, Broadmoor, and Colma!

You can now rent e-bikes and scooters to help make those short trips that are just a little too inconvenient to walk to get to transit stops, jobs or school, shopping or simply to have fun outdoors. Shared San Mateo Bike and Scooter Share stations are conveniently located throughout these communities and you can sign up and find a location here! {hyperlink to sign up website}

One ride costs \$xx and there are monthly and annual memberships at \$XX and \$xx respectively. It's really convenient. You can pay right at the Shared San Mateo stations with cash, card, or via app.

For qualifying community members, we are also offering income discounted program memberships at xx% of the normal cost. Simply fill out a quick application and upload proof of eligible qualifications via our website here. {hyperlink to low-income discount sign up webpage}

We're proud to make it easier for you to get around, save time and money, and cut down on traffic and pollution (and hopefully, have fun with family and friends!).

For more information on the program background, click here. {link to feasibility study, etc} We will be evaluating how to eventually expand the program into other communities with an equity first lens.

Spokespeople

These are intended to be the media and outreach faces of the campaign (including on collateral, ads, etc.) who most influence target audiences, and generally aren't staff, unless leadership is requested to give background or a quick quote to a reporter.

- CBOs/community leaders
- Bay Area influencers of color
- Spanish, Cantonese, or Mandarin language radio personalities
- Member agency board members/elected officials who are influential with their constituents

Media Strategies

This section is intended to provide an eight month roadmap of tactics to implement the marketing campaign. Budgets and measurable outcomes with pre-identified numbers were loosely adapted from other similar efforts on different projects conducted by the consultant team, and will need to be adjusted by C/CAG staff later, depending on capacity, budget, and program implementation needs. For sections without measurable outcome numbers, the consultant team will either need more information from C/CAG or cannot anticipate precise numbers prior to the program launch.

Strategies (Months 1-4)	Resources	Budget	Measurable Outcomes
<p>Month 1: Pitch media for a press event (ribbon cutting/bike and scooter ride with local electeds and community members), using press release in this plan</p> <p><i>English media:</i> Mercury News, KQED, San Jose Spotlight, San Mateo Daily Journal, San Jose Post Record, San Francisco Chronicle, Metro Silicon Valley, Fox 2, NBC Bay Area, San Francisco Bayview and the Bay Area Review (African-American)</p> <p><i>Spanish media:</i> El Observador, El Tecolote, La Oferta, Alianza Metropolitan News, Univision, Telemundo, Azteca, Estrella, Latino California</p> <p><i>Tagalog media:</i> Asian Journal, Filipino American Post, the Filipino Channel</p> <p><i>Cantonese/Mandarin media:</i></p>	Operator communications and C/CAG staff (Kaki Cheung for Chinese language media interviews)	Any signage needed for the event and related translation needed (20-30 cents/word, depending on the language)	5 earned media articles, radio, and/or tv segments in both local mainstream and ethnic media Number of attendees: 25-50 people

<p>World Journal, Sing Tao, Wind Newspaper, Bay Area Metro Radio AM 1400, KTSF, SkyLink TV</p>			
<p>Months 1-3: Member agency and CBO eblasts and social media posts focused on low-income discount program enrollment</p>	<p>Operator communications, C/CAG, CBOs, member agency staff, using the "Reporting" function of Social Pinpoint/setting up a Google Analytics account if another website will be used for membership sign ups</p>		<p><i>Populate based on C/CAG eblast metrics:</i></p> <p>Number of email recipients:</p> <p>Open rate:</p> <p>Total clicks:</p> <p>Number of people who indicated sign ups through eblasts (through website survey during enrollment)</p>
<p>Month 2: 2 Facebook or Instagram paid ads/language (in English, Spanish, Chinese, and Tagalog) focused on low-income discount program enrollment</p>	<p>Operator communications and C/CAG staff, using the "Reporting" function of Social Pinpoint/setting up a Google Analytics account if another website will be used for membership sign ups</p>	<p>Designer: optional</p> <p>Stock images (if new images beyond what the consultant team already purchased are needed): \$60-115 (1 stock image "credit packs")</p> <p>Translation: \$100 (across languages for short copy, 20-30 cents/word, depending on the language)</p> <p>\$1000-1500 total for paid ads</p>	<p>Impressions: 5000-8000/ad</p> <p>Conversions (when someone clicks on a link and signs up for a low-income discount membership): 4% of impressions</p> <p>Engagement rate: a 1% engagement rate (calculated by adding likes, comments, and shares divided by overall page followers x 100)</p> <p>Number of people who indicated low-income discount program sign ups through social media ads (through website survey during enrollment)</p>
<p>Months 2-3: Print media digital ads focused on low-income discount program enrollment</p>	<p>Operator communications and C/CAG staff</p>	<p>Designer:</p> <p>\$250-1000 (depending on the outlets' pricing)</p>	<p>Impressions: 20,000 (dependent on print outlets' digital readership)</p> <p>Number of people who indicated sign ups through print media outlets' digital ads (through website survey during enrollment)</p>
<p>Month 3: 1 radio ad/language (in English, Spanish, Chinese, and Tagalog) focused on low-income discount program enrollment</p>	<p>Operator communications and C/CAG staff; radio station staff to record the ads by language</p>	<p>Translation: \$100 (across languages for short copy, 20-30 cents/word, depending on the language)</p> <p>\$3000-10,000 total for a week of several ad spots (depending on how many languages and radio stations')</p>	<p>Number of listeners reached/week: 130,000-300,000/station (dependent on radio station's listenership)</p> <p>Number of people who indicated sign ups through radio stations (through website survey during enrollment)</p>

		pricing)	
Months 2-3: Identify key CBO, government agency, and other partners to assist with low-income discount program enrollment	Operator, C/CAG, and member agency staff		<i>Populate based on C/CAG agency and CBO connections:</i> Number of partners and opportunities identified

Strategies (Months 5-8)	Resources	Budget	Measurable Outcomes
<p>Months 3-8: Low-income focused program enrollment/engagement</p> <p>Partner with CBOs (that represent different demographics, AAPI, Latinx, day laborer centers, etc.) and unions to co-distribute discounted membership applications/conduct enrollment and surveys</p> <p>Partner with government agencies and PG&E's public benefit programs staff to co-distribute discounted membership applications/conduct enrollment</p>	CBOs, operator communications, C/CAG, member agency, PCE, and PG&E CARE/FERA program staff	Subcontracts with CBOs, workforce organizations, and/or unions to do more in depth membership enrollment with set goals (\$10,000/CBO for 2-4 CBOs, total \$40,000)	<p>Secure program enrollments of 250-300 monthly and 100-150 annual low-income discount memberships through CBO, workforce organization, and union partnerships</p> <p>Number of people who indicated sign ups through government agencies, PG&E, CBOs, workforce organizations, and unions (through website survey during enrollment)</p> <p>Number of feedback surveys completed: 300-500</p>
<p>Months 5-7: Send follow up eblasts and low income discount program sign up email and mail postcards to all registered residents/Peninsula Clean Energy customers in North Fair Oaks, Colma, Daly City, and Redwood City who have indicated their language preferences via member agencies' contacts list</p>	Operator communications, C/CAG, PCE, and member agency staff; graphic designer, printer, and mailhouse	<p>Translation: (20-30 cents/word, depending on the language)</p> <p>Designer</p> <p>Mailhouse</p>	<p>Number of email recipients (dependent on number of eblasts, followers/agency, and how many agencies send out the eblast)</p> <p>Open rate (dependent on number of followers/agency and how many agencies send out the eblast)</p> <p>Total clicks (dependent on number of followers/agency and how many agencies send out the eblast)</p> <p>Number of people who received postcards (dependent on number of residents' contacts provided by agency and how many agencies participate)</p> <p>Number of people who indicated sign ups through email or postcards (through website survey during enrollment)</p> <p>Number of people who click</p>

			through a special link to visit the website and sign up for a membership (created just for the postcards)
<p>Months 6-8: Working with VTA, SamTrans and other local transit agencies to advertise low-income discount program memberships on buses or put posters in underutilized bus shelters</p>	Operator communications, C/CAG, Sam Trans and other transit agency staff, and bus shelter ad contractor staff; graphic designer, printer, and mailhouse	Printer (may be the only cost if operator doesn't have a printer in-house and open ad space is offered pro-bono and copy/translated copy and design are the same as what was used for eblasts/fliers): \$175/poster	<p>Number of riders reached (contingent on transit agency provided stats and number of ads)</p> <p>Number of people who indicated sign ups through bus ads (through website survey during enrollment)</p>
<p>Months 6-8: Offer free monthly memberships to 2-4 Bay Area influencers of color and/or paid partnerships to promote the program to their followers</p>	C/CAG staff and influencers	Cost of memberships or \$250-1000/ promoted post per influencer	<p><i>Populate based on the # of followers and current engagement rates selected influencers already have</i></p> <p>Impressions</p> <p>Clicks</p> <p>Engagement rate: at least 1%</p> <p>Shares: Double organic reach</p> <p>Number of people who indicated sign ups through influencers (through website survey during enrollment)</p>
<p>Months 6-8: Paid focus groups with low-income, monolingual Spanish, Cantonese, and Tagalog speakers to assess the low-income discount program effectiveness mid-point, in partnership with CBOs</p>	CBOs, operator communications, C/CAG staff	\$100/participant for a 1-2 hour focus group with 8-10 participants and a stipend of \$500 for a CBO to recruit and facilitate a focus group with C/CAG provided scripts = \$1300-1500/group per language	Number of attendees

Press Release

Though the overall campaign framing is less problem focused, in order to get successful media coverage, it's important to present a unique spin/angle on a fairly common government program to a reporter audience. Reporters will find the program newsworthy if it's tied to a current or relevant issue, hence the approach of leading with economic concerns linked to the program, given the target audiences.

For Immediate Release: MONTH DAY, 2024

Contact: _____
(operator or C/CAG staff name), _____ (organization),
phone # or email

New Equity First Shared Bikes and Scooters to Help Priced Out San Mateo County Commuters Save Money and Time

Shared San Mateo Program Will Provide Transportation Options to Workers who Have to Live Outside of the County

San Mateo County, CA - The City/County Association of Governments of San Mateo County (C/CAG) and _____ (operator) partnered to launch and operate Shared San Mateo, a new shared bike and scooter program. As of _____ (month, the Shared San Mateo pilot program has rolled out 300-500 bikes/scooters in the communities of Daly City, Colma, and Broadmoor, North Fair Oaks, and Daly City.

Much like other cities' shared bike and scooter programs, one of the agency's primary goals is to reduce traffic and pollution. Uniquely, Shared San Mateo is being designed to prioritize low-income residents and workers. Due to the County's high costs of housing, many residents and workers in San Mateo County have less income for transportation and/or cannot afford to live near their work, making it challenging to get to work and other destinations.

The new program has an innovative low-income discount membership, offering xx% off to qualified individuals (regardless of whether they live in the County) and has stations located in key destinations identified during community outreach. C/CAG and _____ (operator) will be working closely with Community Based Organizations, unions, workforce organizations, and agencies who offer public benefit programs to enroll riders in the low-income discount program.

"We're excited to be offering an equity first, responsive bike and scooter share program," said Sean Charpentier, Executive Director of City/Council Association of Governments (C/CAG). "This is just the start – we hope to play an important role in helping bridge the gaps for our hard working communities who need greater connectivity and affordable commutes into our county."

Community leaders who advocate for communities of color praised the tailored approach.

"For decades, our County has been a job center that hasn't built enough housing, creating hardship and environmental costs, like horrible traffic and pollution," said _____

(name, title, organization). “We applaud C/CAG for taking steps to listen to our communities and put forward solutions for our communities to get back precious time with their families and ease their financial strain with the new Shared San Mateo program.”

“We’re proud to be a part of a thoughtful Shared San Mateo program to especially support low-income communities,” said _____ (name, title of operator’s CEO). “It is a unique approach in our experience operating other cities’ bike and scooter share programs and absolutely the right way to serve these communities while cleaning up our environment.”

###

C/CAG, the City/County Association of Governments (C/CAG) of San Mateo County, works on issues that affect the quality of life in San Mateo County: transportation, air quality, land use planning, hazardous waste, climate planning, energy, water resources, and waste management. C/CAG operates as a Joint Powers Authority and has membership that includes each of the 20 cities and the County in San Mateo County. For more info, visit:

bit.ly/ccagbikescootershare (or the appropriate website for signing up)

Insert operator boilerplate language here

Marketing Materials

(All in English, Spanish, Chinese, and Tagalog)

- Website/app (including short survey)
- One pager
- Postcard
- Posters
- Eblasts
- Social media graphics/toolkit (including ads)
- Graphics for print media digital ads
- Scripts for radio ads
- Bus shelter ads

Program Branding

- Program name
- Program logo
- Brand style guide



SHARED SAN MATEO

Shared Mobility for San Mateo County



Branding Toolkit
March 2024

PHILOSOPHY/TONE



SOLUTION

It can be expensive, stressful, and time consuming to get around San Mateo County, whether you drive or take transit.

Spend less money and time stuck in traffic and more time enjoying life with friends and family with a new shared bike and scooter program. Conveniently connect to your favorite destination while getting cars off the road and cleaning up the air.

tone GUIDELINES

Given the marketing campaign's focus on low-income young people and adults of color, the messaging and marketing collateral should align with the following tone qualities:

Positive, upbeat

- Cheer people on for using the program and helping their communities

Fun and casual

- Use a playful (but professional) voice whenever possible to make the program appealing and inviting, particularly to younger adults

Straightforward

- Use clear, intuitive language without jargon (ex: Greenhouse Gases or VMT)

Multicultural

- Work with community partners to use appropriate and tailored cultural references wherever possible to signal a connection with key audiences, particularly for translated collateral

Focus on benefits core audiences care about

- Focus less on environmental framing, which may be the program's goals and more on economic and quality of life benefits

MESSAGING

- ***Mobility (both literal and economic)***
- ***More time for family, fun, and other important parts of life***
- ***Saving money***
- ***Connecting to important destinations, especially between transit and commercial areas***
- ***E-bikes***
- ***Easy to use***
- ***Convenient***
- ***Accessible to communities of color/inclusive***
- ***Fun to use/recreational***
- ***Great for navigating hilly neighborhoods, like Daly City***
- ***Well maintained***

LOGO



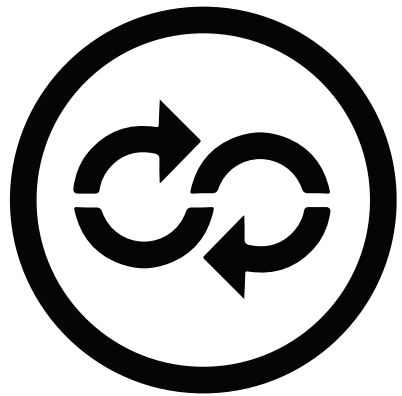
Symbol-only /
Favicon



Primary Logo



**SHARED
SAN MATEO**
Shared Mobility for San Mateo County



**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

for light backgrounds



**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

for dark backgrounds

Secondary Logo

The secondary logo in its full color version, featuring the text "SHARED SAN MATEO" in bold black, with a small green and blue arrow icon to the right, and the tagline "Shared Mobility for San Mateo County" below.

**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

The secondary logo in black and white, featuring the text "SHARED SAN MATEO" in bold black, with a small black and white arrow icon to the right, and the tagline "Shared Mobility for San Mateo County" below.

**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

The secondary logo in blue, featuring the text "SHARED SAN MATEO" in bold blue, with a small blue and white arrow icon to the right, and the tagline "Shared Mobility for San Mateo County" below.

**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

The secondary logo in green, featuring the text "SHARED SAN MATEO" in bold green, with a small green and white arrow icon to the right, and the tagline "Shared Mobility for San Mateo County" below.

**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

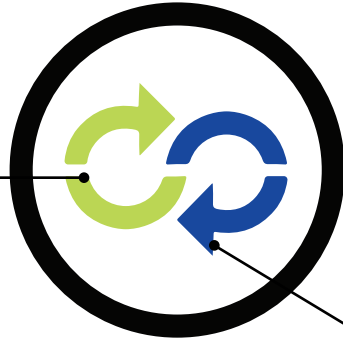
for light backgrounds

for dark
backgrounds

The secondary logo in white, featuring the text "SHARED SAN MATEO" in bold white, with a small white and black arrow icon to the right, and the tagline "Shared Mobility for San Mateo County" below.

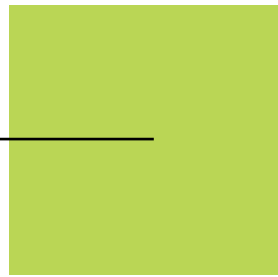
**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

COLOR

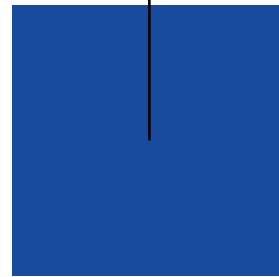


**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

Primary Colors



#bbd755
rgb(187,215,85)



#19499F
rgb(25,73,159)

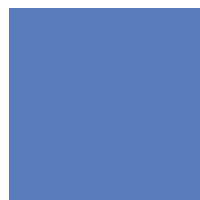


#ee6f12
rgb(238,111,18)

Secondary Colors



#eec513
rgb(238,197,19)



#5b7bb8
rgb(91,123,184)



#082760
rgb(8,39,96)



#7ac34d
rgb(122,195,77)



#7a9717
rgb(122,151,23)



#e1d859
rgb(225,216,89)



#888888
rrgb(136,136,136)



TYPOGRAPHY



**SHARED
SAN MATEO**
Shared Mobility for San Mateo County

Primary Font:

Work Sans (9)

(headers, titles, h1 text, text meant to stand out)

Work Sans is a sans-serif typeface designed in 2015 by Wei Huang for the Google Fonts library. It is a humanist font inspired by the classic grotesques, but with a more modern and friendly look. The letterforms are open and airy, with a slight geometric feel. The font has a minimalistic, contemporary aesthetic, with a neutral yet inviting character.

Black (20pt)

**ABCDEFGHIJKL
NOPQRSTUVWXYZ
abcdefghijklm nopqrstu-
vwxyz
12345678910
?><!@#\$\$%^&*():”[]**

Bold 20pt

**ABCDEFGHIJKLM-
NOPQRSTUVWXYZ
abcdefghijklmnopqrstu-
vwxyz
12345678910
?><!@#\$\$%^&*():”[]**

Regular (20pt)

ABCDEFGHIJKLM-
NOPQRSTUVWXYZ
abcdefghijklmnopqrstu-
vwxyz
12345678910
?><!@#\$\$%^&*():”[]\{|

Light (20pt)

ABCDEFGHIJKLMNOPQ
RSTUVWXYZ
abcdefghijklmnopqrstu-
vwxyz
12345678910
?><!@#\$\$%^&*():”[]\{|

SecondaryFont:

Source Sans Pro (12)

(body text, sub-headers, quotes, h2 and h3 texts)

Source Sans Pro is a sans serif type that feels like a classic — rounded forms, solid lines. It’s confident, lends an air of authority, especially when set in capital letters. Yet, it is graceful and easy on the eyes. This sans serif font reads well even in the footer.

Bold (20pt)

**ABCDEFGHIJKL NOPQRSTU-
VWXYZ
abcdefghijklmnopqrstuv
12345678910
?><!@#\$\$%^&*():”[]**

Regular (20pt)

ABCDEFGHIJKLMNOPQRSTU-
VWXYZ
abcdefghijklmnopqrstuv
12345678910
?><!@#\$\$%^&*():”[]\

Regular Italic (20pt)

*ABCDEFGHIJKLMNOPQRSTU-
VWXYZ
abcdefghijklmnopqrstuv
12345678910
?><!@#\$\$%^&*():”[]\{|*

Extra Light Italic (20pt)

*ABCDEFGHIJKLMNOPQ RSTU-
VWXYZ
abcdefghijklmnopqrstuv
12345678910
?><!@#\$\$%^&*():”[]\{|*

