

**AGREEMENT BETWEEN CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF
SAN MATEO COUNTY AND FEHR & PEERS**

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 Fehr & Peers (“Consultant”) (together the “Parties”) on March 12, 2026

RECITALS

The City/County Association of Governments of San Mateo County (“C/CAG”) is the County Transportation Authority for San Mateo County; and

C/CAG has determined that consultant services are required to assist with the development of the San Mateo Countywide Safe Streets for All Supplemental Planning Project (“Project”); and

The purpose of the San Mateo Countywide Safe Streets for All Supplemental Planning Project is to provide additional planning necessary to advance and refine the strategies identified in the adopted Countywide Local Roadway Safety Plan. The Project will enhance coordination among jurisdictions, improve roadway safety outcomes, and address emerging transportation needs, including those related to e-bike use and multimodal travel; and

WHEREAS, C/CAG has obtained federal funds from the United States Department of Transportation (“U.S. DOT”) Federal Highway Administration (“FHWA”) to assist in financing the Project, and this agreement is subject to the provisions of the Grant Agreement under the Fiscal Year 2024 Safe Streets for All Grant Program (“Grant Agreement”), executed September 23, 2025 including Exhibit A “Applicable Laws and Regulations,” and Exhibit B “Additional Standard Terms,” attached hereto as Attachment A and incorporated herein by this reference, apply to the Project; and

Pursuant to the Interim Final Rule regarding the Disadvantaged Business Enterprise Program and Disadvantaged Business Enterprise in Airport Concessions Program Implementation Modifications (90 FR 47969, October 3, 2025), U.S. DOT directed agencies to (1) pause DBE contract goals on new federally funded procurements until the recertification is complete, and (2) discontinue counting disadvantaged business enterprise (DBE) participation toward goals until recertification is complete (attached hereto as Attachment B), and any relevant provisions in the Grant Agreement are accordingly suspended until recertification is complete; 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 \$433,074.48 and

By adoption of RESOLUTION 26-10, the C/CAG Board of Directors authorized the 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 Four hundred thirty-three thousand, seventy-four dollars and forty-eight cents (\$433,074.48). Payments shall be made to Consultant monthly, upon submission of an invoice and progress report 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 April 1, 2026 to April 30, 2030.
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 or as set forth below. 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, with Subsections (A) – (D) above, collectively, referred to as "Claims") to the extent such Claims are caused by Consultant's negligent acts, errors, or omissions, or willful misconduct in the performance of its services under this Agreement. 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. The Consultant agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the FHWA and the Regional Office of the Environmental Protection Agency (EPA). 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.

The requirements of the Grant Agreement Under the Fiscal Year 2024 Safe Streets and Roads for All Grant Program, are attached hereto as Attachment A and incorporated herein by this reference. Consultant will comply with all applicable Grant Agreement requirements.

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. Prohibition of Expending Local Agency, State, or Federal Funds for Lobbying

- a. The Consultant certifies, to the best of his or her knowledge and belief, that:
 1. No State, Federal, or C/CAG appropriated funds have been paid or will be paid, by or on behalf of the Consultant, to any person for influencing or attempting to influence an officer or employee of any local, State, or Federal agency, a Member of the State Legislature or United States Congress, an officer or employee of the Legislature or Congress, or any employee of a Member of the Legislature or Congress in connection with the awarding or making of this Agreement, or with the extension, continuation, renewal, amendment, or modification of this Agreement.
 2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this Agreement, the Consultant shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Standard Form-LLL is available online at <https://www.gsa.gov/reference/forms/disclosure-of-lobbying-activities>.
- b. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. §1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.
- c. The Consultant also agrees by signing this document that he or she shall require that the language of this certification be included in all lower tier subagreements, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.

15. Substitutions. If particular persons or classifications are identified in Exhibit C 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.

16. Record Retention; Right to Monitor and Audit.

- a. Consultant agrees to establish and maintain an accounting system conforming to Generally Accepted Accounting Principles (GAAP) that is adequate to accumulate and segregate reasonable, allowable, and allocable project costs. Consultant shall maintain all required records relating to services provided under this Agreement for four (4) 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. Any conflicting language regarding retention of records contained in Attachment A, Grant Agreement Under the Fiscal Year 2024 Safe Streets and Roads for All Grant Program, shall supersede this Section.
- 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. Any conflicting language regarding retention of records contained in Attachment A, Grant Agreement Under the Fiscal Year 2024 Safe Streets and Roads for All Grant Program, shall supersede this Section.

17. 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.

18. 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.

19. 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.

20. 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.

21. 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: Eva Gaye
Email: egaye@smcgov.org

In the case of Consultant, to:

Fehr & Peers
345 California Street, Suite 450
San Francisco, CA 94104
Attention: Erin Ferguson
e.ferguson@fehr@peers.com

22. 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.

Fehr & Peers (Consultant)

By _____

Date

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

By _____

Sean Charpentier

Date

C/CAG Executive Director

C/CAG Legal Counsel

By _____

Melissa Andrikopoulos, C/CAG Counsel

Exhibit A
SCOPE OF WORK

5. Work Plan

A. Scope of Work

Task 1. PROJECT INITIATION AND MANAGEMENT

Fehr & Peers will host a Project Kick-off Meeting with C/CAG staff to discuss project expectations, the project process, and communication protocols. A key resource to be developed and maintained throughout the project is a master schedule including key meetings and milestones. We will provide a detailed six-week lookahead schedule for review at each meeting. To maintain communication and ensure the Project will be delivered within the Project timeline, bi-weekly check-ins will be held with C/CAG Staff to review key deliverables and project status. Fehr & Peers will provide monthly progress reports and invoices for work completed during the prior month.

Task 1 Deliverables:

- Project Kick-off Meeting
- Bi-weekly project management meetings
- Develop project management meeting agendas and action items
- Monthly Invoices and Progress reports

Task 2. FACILITATE QUARTERLY TRANSPORTATION SAFETY ADVISORY COMMITTEE (TSAC) MEETINGS

As primarily a funding, technical advisory, and coordinating agency, C/CAG relies on its committees to dialogue with implementation partners throughout the county: the jurisdiction staff, transit and funding agency staff, elected officials, and community group leaders. This task would formalize the advisory group that was convened during the development of the Countywide LRSP into a Transportation Safety Advisory Committee with quarterly meetings over a four-year period.

Task 2.1. TSAC Framework

The Fehr & Peers team will work with C/CAG staff to develop a task framework, including:

- **TSAC Roster:** Starting with the TSAC formed for the LRSP, updating for staff changes, key contacts, and designating alternate members for each city/agency. Establish a clear description of TSAC purpose, term, and roles and responsibilities to circulate with partner cities and agencies to ensure buy-in and appropriate staffing.
- **Draft Schedule:** Including topic areas, committees to jointly meet with, and internal timelines for C/CAG review and circulation of materials.
- **Identify Learning Objectives and Speakers:** Collaborate with C/CAG staff to identify relevant topics for guest speakers, pre-identify potential speakers, and identify learning objectives of each TSAC meeting.
- **Templates:** For quarterly TSAC agendas, presentations, and notes.

After the first year of the four-year effort, we will develop an online survey for participating agencies to provide feedback on Transportation Safety Advisory Committee (TSAC) activities to date and to confirm or suggest topics for upcoming best-practice workshops. The survey results will enable C/CAG staff and the consultant team to refine the meeting format and focus areas as needed.

Joint Meetings

While a new committee is needed to give transportation safety the attention it deserves, it will be imperative to involve C/CAG's other transportation committees in the training curriculum to build institutional awareness across the agency and its programs. Some of the foundational ideas embedded in congestion management practices and environmental review policies, for example, are at odds with the Safe System Approach and should be addressed through this meeting and training series. Joint committee meetings are one option to achieve this collaboration and integrate safety into all

facets of roadway planning, design, operation, and monitoring. See **Table 1** for a Sample Schedule including the Joint Meeting Approach.

Table 1: Sample Schedule of a Joint Meeting Approach for Years 1 and 2

Quarter	Meeting	Theme	Key Topics
Year 1			
Q1	TSAC Meeting	TSAC Orientation and Safe System Basics	<ul style="list-style-type: none"> • TSAC 4-year schedule and purpose • LRSP Implementation: Early Wins in San Mateo County • Collision trends and community needs update • Best Practices (external speakers): <ul style="list-style-type: none"> • Proactive safety: Three components of kinetic energy risk, how to diagnose and mitigate them. • Safe System Pyramid
Q2	TSAC + CMP TAC Joint Meeting	Safety and the Congestion Management Program	<ul style="list-style-type: none"> • CMP program overview <ul style="list-style-type: none"> • Where is the CMP aligned and where may current barriers lie (this is often framed as what needs to start and what needs to stop for alignment with SSA) • TSAC 4-year schedule and purpose • Opportunities to infuse safety into the CMP (external speakers), including: <ul style="list-style-type: none"> ○ Demand Management – role of land use and transit, parking, pricing ○ Speed Management – target speed setting and management with movement and place ○ Conflict Management – separating users in space and time based on context ○ Redundancy – safer vehicles, post-crash care ○ Monitoring and Accountability
Q3	TSAC + CMEQ Joint Meeting	Safety and the Congestion Management Program	<ul style="list-style-type: none"> • CMP program overview • TSAC 4-year schedule and purpose • Opportunities to infuse safety into the CMP (external speakers) • Recap from Q1 TSAC + CMP TAC Joint Meeting • Safety Funding: How to make every dollar a safety dollar
Q4	TSAC + BPAC Joint Meeting	Safety for Bicycling and Walking	<ul style="list-style-type: none"> • Bicycle and Pedestrian Plan overview and status • TSAC 4-year schedule and purpose • Vulnerable road users and safety best practices (external speakers), including: <ul style="list-style-type: none"> ○ Kinetic energy risk ○ E-bikes and micromobility ○ Separation in time and space
Year 2			
Q1	TSAC Meeting	Safe System Knowledge Transfer	<ul style="list-style-type: none"> • Collision trends and community needs update • E-bike white paper updates • Train-the-trainer: Institutionalizing the Safe System Approach with Emergency Services (external speakers) <ul style="list-style-type: none"> ○ Design Considerations ○ Implementation Steps ○ Case Studies

Quarter	Meeting	Theme	Key Topics
Q2	TSAC Meeting	Accountability & Monitoring	<ul style="list-style-type: none"> Collision trends and community needs update Local Road Safety Plan (LRSP) implementation and reporting (Task 3) <ul style="list-style-type: none"> Review existing LRSP performance measures Identify gaps, overlaps, or opportunities for refinement Identify new, meaningful, and actionable measures that better support ongoing monitoring of LRSP implementation across jurisdictions
Q3	TSAC + CMP TAC + CMEQ Joint Meeting	Safety Updates to the Congestion Management Program	<ul style="list-style-type: none"> Collision trends and community needs update Safety updates to the CMP: case studies and lessons learned (external speakers) Deeper dive into Year 1 topics that resonated Funding opportunities for CMP safety updates
Q4	TSAC + BPAC Joint Meeting	Safety for Bicycling and Walking	<ul style="list-style-type: none"> Collision trends and community needs update Best Practice Tools for Institutionalizing Safety (external speaker) <ul style="list-style-type: none"> Project-based tools for evaluating systemic safety and kinetic energy risk (e.g. FHWA Safe System Project-based Alignment Framework) The W's of Safety: Treating System, Not Symptom

Sourcing Speakers

We will tap into our deep network of clients and professional connections across the Bay Area and nationwide to deliver the most contextually relevant and leading-edge speakers to respond to the needs and interests identified in Task 2. This network includes peer agency practitioners, NACTO city practitioners, public health experts, CBO and non-profit advocates, funders, and researchers.

As part of the South San Francisco General Plan Update, we curated and facilitated a panel of local and national speakers to unpack emerging transportation trends in San Mateo County. The purpose was to educate the public and decision makers, raise awareness of key trends, and test the waters with new policy and infrastructure ideas. The panel participants and presentations were tailored for engagement with a public audience with no special staff-level knowledge. This is the audience context for the CMEQ and BPAC committee members. Depending on grant and contractual requirements, C/CAG may elect to engage guest speakers who require an honorarium or fee. Associated costs

may be supported through existing printed materials and food budgets, as allowable.

Task 2.2. TSAC Quarterly Meetings

TASK 2.2A. Planning & Arranging Trainings

Staff on the TSAC will enter their meetings with more baseline knowledge and speaker instructions and presentations will be tailored appropriately. We will take a train-the-trainer approach with staff so that knowledge can be disseminated back into local jurisdiction planning and public works departments and shift from “best” to “standard practice.” A train-the-trainer approach requires audience members to not only follow along but engage with the content more deeply so that they can also repeat and teach others themselves. Train-the-trainer is something that both Taylor and Meghan have experience with, most notably with:

- The upcoming CalSTA training for Caltrans District leadership and other high level transportation authority leaders on best practices in complete streets design and injury prevention fundamentals.

- Or through Taylor’s Introductory Transportation Course at Stanford, where she equips students with an understanding of safety best practices as well as the applied skills to prepare a Collision Analysis and Countermeasure Recommendations Report in

which they identify systemic issues and proactive solutions.

We recommend a staff level version of this training as part of the TSAC curriculum. Planning for each TSAC meeting will include, but is not limited to:

Case Study: MetroPlan Orlando Vision Zero Speaker Series

During development of the Regional Vision Zero Action Plan for MetroPlan Orlando, our team identified strong interest from the Vision Zero Task Force in a range of related topics that could not be fully explored within the constraints of VZAP Task Force Meeting structure. In response, we conceived and launched a quarterly speaker series to provide deeper dives into emerging issues and to connect the Task Force with leading subject matter experts from across the country. To ensure relevance and value, Task Force members are regularly surveyed to identify priority topics, and most sessions offer continuing education credits. The series primarily leverages peer-to-peer knowledge sharing from local and nationwide public agency practitioners, supplemented by a limited budget for select nationally recognized speakers. Together, these sessions have strengthened professional networks across the MetroPlan Orlando region and advanced collective learning in support of Vision Zero goals.

TASK 2.2B. Meetings and Follow-Ups

Each TSAC quarterly meeting will be a two-hour session, hosted at an accessible and convenient location for participating members. Optionally, some TSAC meetings could be hosted by participating TSAC member agencies to distribute meetings around the county and foster a larger sense of ownership among TSAC members. A hybrid option will be offered, but in-person attendance will be highly encouraged. If meetings can move around the county, agendas could incorporate optional site visits of recently completed or in progress safety projects.

Fehr & Peers will develop and manage meeting agendas and materials including, inviting speakers, sending workshop invites, slide decks, discussion prompts, handouts, and facilitation guides. Each meeting will be facilitated to encourage meaningful dialogue, knowledge exchange, and clear next steps.

Following each TSAC meeting, the Fehr & Peers team will provide a summary of meeting activities and outcomes.

Task 2 Deliverables:

- 16 meeting agendas for each TSAC meeting
- 16 meeting notes for each TSAC meeting
- Meeting materials, including slide decks, discussion prompts, handouts, and facilitation guides.
- Coordinate external speakers and interactive best practice trainings

Task 3. TRACK IMPLEMENTATION PLAN PROGRESS

Task 3.1. Performance Measures & Reporting Methodology

Fehr & Peers proposes a structured, collaborative process to refine and operationalize LRSP performance measures:

Step 1: Review and Confirm Existing Measures

Fehr & Peers will work with C/CAG staff to review the performance measures included in the adopted Countywide LRSP and confirm the current status of data availability and reporting practices for each measure.

Step 2: TSAC Review and Refinement

As part of a TSAC meeting conducted under **Task 2**, Fehr & Peers will facilitate a focused discussion with TSAC member jurisdictions to:

- Review existing LRSP performance measures.
- Identify gaps, overlaps, or opportunities for refinement.
- Identify new, meaningful, and actionable measures that better support ongoing monitoring of LRSP implementation across jurisdictions.

This step ensures measures are locally informed and aligned with jurisdictional capacity to support with monitoring.

Step 3: Develop Reporting Methodology

Fehr & Peers will work with C/CAG staff to develop a clear and repeatable reporting methodology for each performance measure. For each measure, currently C/CAG has 13 Measures of Success, the methodology will document:

Data source: Entity responsible for providing data, such as C/CAG staff, specific departments at local jurisdiction (e.g. public works and departments), the San Mateo County Health Department, or county sheriff and local law enforcement agencies.

Data format: GIS line or point features (e.g., corridors or intersections), tabular datasets (e.g., programs or policies), or other appropriate formats.

Data collection method: The most efficient and accurate approach for obtaining data from the identified source, this may include long-term survey, sharing GIS data schemas, or other online input forms. Fehr & Peers assumes this task does not include new data collection or compilation.

Data scale: Applicable reporting scales, such as jurisdiction-level and countywide summaries.

Baseline condition: Baseline data from LRSP from which progress is tracked.

Up-front coordination needs: Any preparatory work required to support efficient data collection, such as development of a countywide roadway centerline file for jurisdictional updates. The resulting methodology will be designed to streamline data collection, reduce reporting burden, and support consistent year-over-year tracking.

Case Study: Sonoma County LRSP Progress Metric Tracking

Fehr & Peers is currently supporting the Sonoma County Transportation and Climate Authorities (SCTCA) in developing a countywide framework to track Local Roadway Safety Plan implementation across multiple jurisdictions, with a focus on creating a clear, repeatable, and locally sustainable reporting process. Our team is establishing a standardized tracking system that combines a structured survey and supporting data templates, enabling local agencies to update implementation and performance information on an annual basis. A key lesson from this ongoing effort is the importance of pairing data collection and visualization with internal capacity building. To achieve this, Fehr & Peers is leading “office hours” style trainings to engage agency staff in the tracking tools, dashboard development process, and annual updates to help build-in consistency and support long-term ownership. These lessons will directly inform C/CAG’s Task 3 approach, helping ensure performance measures, reporting methods, and dashboards are practical, scalable, and sustainable over time

Task 3.2. Draft & Final Implementation Progress Report

Building on the established reporting framework, Fehr & Peers will prepare an **Annual LRSP Implementation Progress Report** which provides C/CAG with a standardized reporting template. The report will be prepared in draft and final formats and will be clear and allow for repeatable sharing.

Optional Task: Dynamic Reporting Dashboard

Fehr & Peers could develop a dynamic, web-based reporting dashboard featuring clear, visually compelling graphics. See **Figure 1** for an illustrative dashboard wireframe of what this tool could look like. This tool would enable C/CAG to publicly share and track implementation progress while also allowing member agencies to access and use the underlying data.

C/CAG may choose to share this information in a variety of formats. The example wireframe below illustrates one possible, easy-to-understand approach for presenting progress over time and is intended solely to demonstrate functionality and layout.

As part of this optional task, the Fehr & Peers team would allocate effort to support C/CAG staff in building internal capacity to maintain and update the dashboard in the future. As part of this process, Fehr & Peers would use existing data to establish the baseline for all.

Tracking Our Progress

We're focused on delivering safer streets across the county. Through the Local Roadway Safety Plan, we prioritize and implement high-impact actions to reduce crashes and protect everyone who uses our roads.

The tracker below shows progress on priority safety actions.

Show me

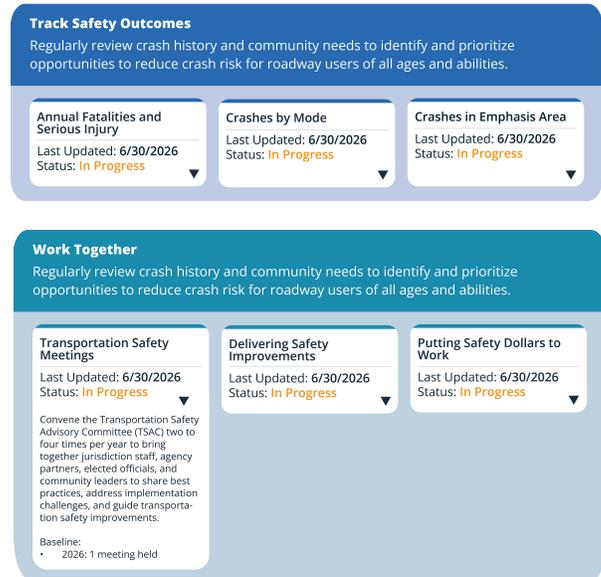


Figure 1: Illustrative Dashboard Wireframe for C/CAG Countywide LRSP Performance Measures prepared by Fehr & Peers

Task 3.3. Presentation Materials

Fehr & Peers will develop a presentation deck template to support annual updates to the C/CAG Board and relevant committees. The materials will clearly communicate progress, trends, and key takeaways from the implementation monitoring effort and will be designed for reuse in future reporting cycles.

Task 3 Deliverables:

- Performance measures and reporting methodology.
- Annual LRSP Implementation Progress Report (Draft and Final)
- Presentation materials for Board and Committee meetings to support annual updates.

Task 4. E-BIKE SAFETY WHITEPAPER

Through our ongoing work supporting transportation safety and active transportation efforts across San Mateo County (as well as California more broadly), the Fehr & Peers team has consistently heard a need for countywide coordination on e-bikes. Local agencies are looking to C/CAG to help shape shared policy direction, while also seeking more information on best practices and strategies available to them, and a forum for peer-exchanges.

This task will support the development of a baseline framework and technical recommendations that address known roadway safety challenges, promote emerging technologies and active transportation, and evaluate how these strategies can effectively support local implementation efforts across the county.

Task 4.1. Technical Memorandums

The Fehr & Peers team will develop six integrated technical memoranda (Technical Memos A–F) using a structured, implementation-focused process grounded in the Safe System Approach, applicable regulatory requirements, and the day-to-day realities of local jurisdictions in San Mateo County. Our approach will ensure each memorandum supports practical decision-making by staff, elected officials, and partner agencies countywide.

Across all memoranda, Fehr & Peers will:

- Apply a Safe System lens to policy, design, operations, and enforcement considerations
- Integrate current state regulations and policies, primarily from the California Vehicle Code, but also highlighting other ongoing state pilots, such as those AB 2234 in San Diego and AB 1778 Marin County, and adopted school district-specific policies.
- Balance technical rigor with usability, using clear frameworks, drawing on the best readily available datasets, and preparing visuals that tell meaningful stories.
- Coordinate across a multi-disciplinary team of planning, engineering, program, and policy specialists, as well as academic researchers.

- Conduct iterative internal QA/QC to ensure technical accuracy and completeness.

Following task kickoff, the Fehr & Peers team will collaboratively develop a coordinated outline for all Technical Memorandums. Given the overlapping themes and analytical components across the memorandums, this early outlining effort will help streamline content, reduce duplication, and ensure that each memorandum meaningfully builds on the others.

This approach will allow C/CAG to collaborate with the consultant team early in the process, ensuring alignment on research objectives. It will also enable Fehr & Peers and C/CAG staff to strategically identify opportunities or topics for the TSAC (as part of Task 2) to inform and strengthen the technical work.

A. E-Bike Safety and Operations Guidance

This memorandum will introduce, drawing on national consumer and ridership trends, and identifying local insights readily available to highlight the current policy landscape, usage, safety challenges, and resident sentiment. This memo will be a kin to a synthesis or literature review setting a foundation for the subsequent memos to serve more akin toolkits.

What this Memo will Include:

- A clear description of e-bike classes and operating characteristics
- Introduce safety considerations across common facility types, including shared-use paths, on-street bikeways, and mixed-traffic environments. This will be explored further in Tech Memo D.
- Literature review of operational strategies for managing speeds, volumes, and user conflicts.
- Summary of Existing Regulatory Landscape in San Mateo County (see **Figure 1** below) and existing regulatory and enforcement considerations.
- Synthesize existing best practices and lessons learned from comparable jurisdictions.
- Coordination opportunities across agencies, school districts, and more.

The content will be organized to serve as the baseline framework for subsequent technical memoranda.

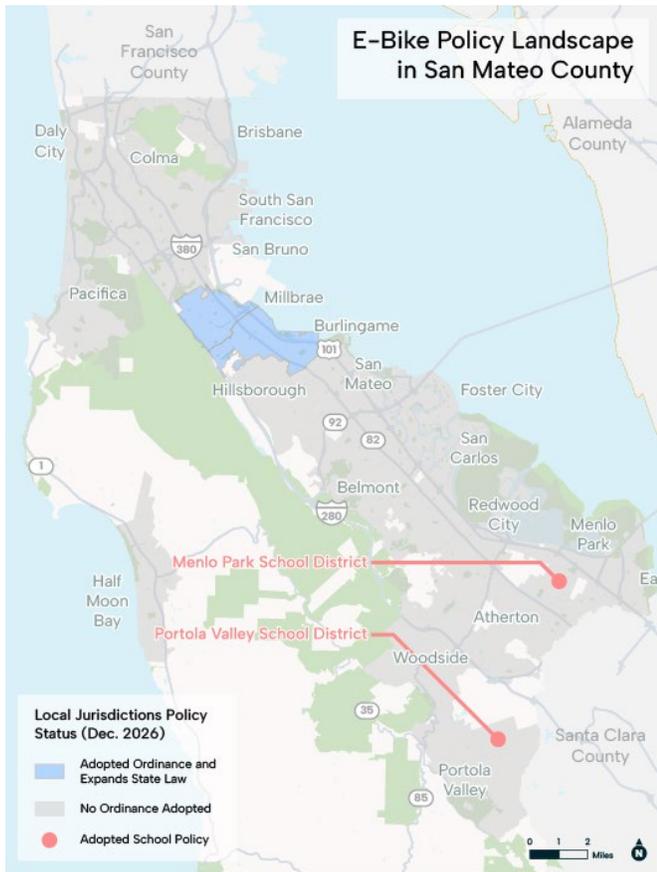


Figure 2: E-Bike Policy Landscape in San Mateo County as of December 2026 prepared by Fehr & Peers

Case Study: Burlingame and Millbrae are the only local jurisdictions in San Mateo County with adopted e-micromobility ordinances, and both have regulations beyond the requirements of the California Vehicle Code. Menlo Park City School District, serving portions of Menlo Park, Atherton, and unincorporated San Mateo County, and the Town of Portola Valley, have adopted school policies restricting higher speed devices on school campuses. Many other jurisdictions are discussing potential strategies, but none have formally adopted citywide ordinances or policies.

B. Ordinance Templates and Guidance

Fehr & Peers will lead the translation of policy intent into clear, defensible regulatory language. The purpose of this memo is to reduce ambiguity, strengthen alignment of local ordinances with state law, advocate for stronger cross-jurisdictional alignment, and help jurisdictions understand where and how local discretion may be appropriately exercised.

What this Memo will Include:

- A model ordinance template structured around applicable California Vehicle Code provisions, including e-bike device classifications and bicycle regulations that apply specifically to e-bikes.
- Clearly delineated sections identifying where local jurisdictions may elect to expand upon or supplement state law, such as restrictions by location and facility type.
- A separate supporting guidance document that details:
 - Additional enforcement and citation provisions that are allowable under state law.
 - Explanatory notes distinguishing required statutory language from optional or customizable provisions.
 - Guidance on tailoring ordinance language to reflect local context, policy priorities, and enforcement capacity.

We will review applicable statutes, identify allowable areas of local control, and develop modular ordinance language supported by plain-language explanations. Templates will be structured to support adoption, training, and ongoing administration.

Case Study: Burlingame E-Bike Primer

As part of the development of the Vision Zero Action Plan, the City identified e-bikes as a high-priority issue and requested further exploration and analysis of potential strategies. Through this project, we summarized all existing regulations applicable to e-bikes and bicycles more broadly (see *Figure 2*), reviewed policies adopted by Burlingame and neighboring jurisdictions, and evaluated how Burlingame’s ordinance aligns with current state law. We also identified opportunities to enhance the City’s existing e-micromobility ordinance to improve clarity and usability for the public.

Our recommendations were presented to City Council in January 2025 and included simplifying the existing ordinances, allowing low-speed e-bikes on city trails and shared-use paths, and advancing complementary infrastructure and programmatic strategies.

Burlingame Electric Micromobility Device Policy											
THE CITY OF BURLINGAME	What can my device do? (1,2)		What do I need to ride? (3,4,5,6)				Where can I ride? (7,8)				
	Pedal Operated	Max Speed (mph)	Minimum Age	Driver's License Required	License Plate Required	Helmet Required	Shared-Use Path	Bicycle Lane	Bicycle Route	Separated Bikeway	
Device Type	Bicycle	Yes	N/A	N/A	✗	✗	18 & Under	🚲	🚲	🚲	🚲
	Class 1 E-Bike	Yes	20	N/A	✗	✗	18 & Under	✖	🚲	🚲	🚲
	Class 2 E-Bike	No	20	N/A	✗	✗	18 & Under	✖	🚲	🚲	🚲
	Class 3 E-Bike	Yes	28	15 1/2	✗	✗	18 & Under	✓	✖	🚲	🚲
	E- Scooter	No	15	16	✓	✗	18 & Under	✖	🚲	🚲	🚲

1. California Vehicle Code § 312.5 (2025)
 2. California Vehicle Code § 22411 (2000)
 3. California Vehicle Code § 21212 (2020)
 4. California Vehicle Code § 21235 (2019)
 5. California Motorcycle Handbook (2024)
 6. California Vehicle Code § 24016 (2025)
 7. California Vehicle Code § 21207 (2023)
 8. City of Burlingame Municipal Code § 13.52 & 13.56 (2024)

✖ Burlingame prohibits operation of e-micromobility devices within city-owned parked and recreation areas, except city-owned segments of the San Francisco Bay Trail (8)

Figure 3: Graphic Illustrating City of Burlingame’s Current E-Micromobility Policies prepared by Fehr & Peers

C. E-Bike Policy Decision Matrix for Local Agencies

The E-Bike Policy Decision Matrix will be presented as a concise, user-friendly table organized around common decision inputs and corresponding recommended actions.

What this Memo will Include:

- A clearly organized decision matrix, organized by design, policies, and programs, linking to local conditions to recommendations.
- Context-based guidance clarifying where e-bikes may operate and under what conditions, including variations by facility type and activity level, according to state law.

- Common local exemptions that agencies may consider.
- Key considerations and inflection points that typically prompt City Councils or staff to explore policy or programmatic interventions, including anticipated effectiveness, implementation considerations, and required partnerships.

The matrix will be organized into a logical framework that reflects real-world agency workflows and decision-making processes. Additionally, the matrix will be tested for clarity and usability with the TSAC to ensure staff can apply these recommendations.

Case Study: Focus on Upstream E-Bike Speed Management Strategies

As shown in Figure 3 below, the Safe System Pyramid illustrates how safety strategies vary in effectiveness based on where they fall along the spectrum from system-level to individual-level actions. Strategies at the bottom of the pyramid tend to be the most effective because they influence behavior automatically and consistently, without requiring people to make the right decision in every situation.

When applied to e-bikes, this framework emphasizes prioritizing approaches that make safe speeds the default. Strategies that rely on education, training, or voluntary behavior change play an important supporting role, but are most effective when they reinforce safer environments and clear rules rather than serving as the primary means of managing e-bike speeds.

Examples of E-Bike Strategies Measured by Effectiveness Using the Safe System Pyramid

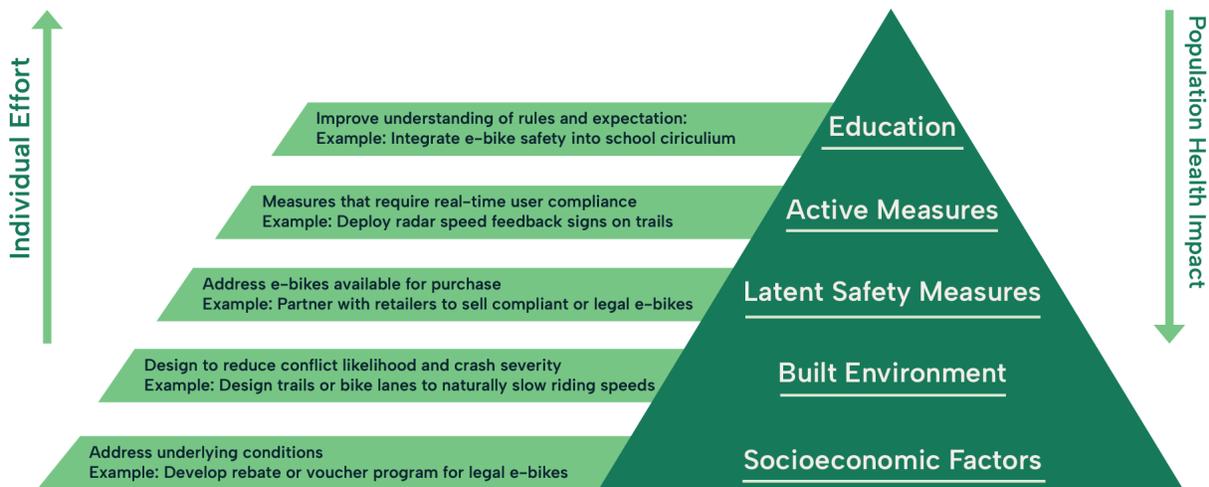


Figure 4: Example Effectiveness of E-Bike Strategies prepared by Fehr & Peers

D. Design and Operations Guidance

This memorandum establishes forward-thinking, ready-to-use guidance for safely and effectively integrating e-bikes into San Mateo County’s transportation system over the long term. Drawing

on Alta’s national leadership as authors of NACTO’s *Designing for Things with Small Wheels* whitepaper, this memorandum will provide practical design and operations guidance aligned with the California Vehicle Code, CA MUTCD, and

Caltrans Design Information Bulletins, tailored to local contexts and multimodal conditions.

What this Memo will Include:

- Design guidance for bikeway facilities, networks, shared-use paths, greenways, and multimodal streets.
- Street design considerations for accommodating e-bikes alongside pedestrians (including people with disabilities), conventional bicycles, motor vehicles, and other micromobility users.
- Crossing treatments, pavement markings, and regulatory, advisory, and wayfinding signage.
- Operational characteristics of different electric mobility devices and context-appropriate speed management strategies.
- E-bike parking, staging, and charging considerations relevant to San Mateo County.
- Practical, systemwide guidance to support consistent e-bike management across local jurisdictions.

E. Enforcement and Education Guidebook

The Enforcement and Education Guidebook will provide jurisdictions with practical strategies for improving e-bike safety through coordinated enforcement, education, and outreach tailored to varying community contexts and resource levels. The guidebook will be informed by up to four hours of key informant interviews from with e-bike riders, school and district staff, law enforcement, and community partners in San Mateo County, as well as a review of effective practices from peer communities.

What this Memo will Include:

- Key findings from stakeholder interviews identifying local challenges, needs, and opportunities related to e-bike safety.
- A summary of enforcement and education strategies used in peer communities, including lessons learned and applicability to San Mateo County.
- Context-sensitive enforcement approaches aligned with safety goals rather than punitive outcomes.

- Education and outreach strategies for youth, families, and the broader community, including school-based models.
- Recommendations for coordinating enforcement activities with education and outreach efforts.
- Actionable guidance for jurisdictions to implement effective, equitable, and resource-appropriate e-bike safety programs.

Case Study: Alta is working with the San Mateo County Office of Education (SMCOE) Safe Routes to School (SRTS) team on a parallel e-bike safety effort. The Fehr & Peers team will build on this work and our existing relationship with the SMCOE SRTS team to improve the quality and expand the reach of the project’s public-facing materials.

F. Data, Monitoring, and Performance Measures

The Fehr & Peers team will explore the current landscape of data availability and gaps, then prepare a practical monitoring framework that supports evidence-based decision-making without placing unnecessary burdens on local staff.

What this Memo will Include:

- Summary of existing safety outcome research, mostly lead by Dr. Asha Weinstein Agrawal, following their recently released [Exploring Electric Bicycle Safety Performance Data and Policy Options for California](#).
- Identification of available data to track e-bike usage, crashes, and safety outcomes in San Mateo County, along gaps in available data sources, with solutions for addressing these gaps.
- Analytic methods appropriate for varying agency capacities.
- Performance measures aligned with policy, design, and enforcement strategies.
- Guidance on using data to refine policies and investments over time.

Task 4.2. Draft & Final White Paper

Following completion of Task 4.1 memoranda, Fehr & Peers will consolidate and integrate the content into a single, cohesive E-Bike Safety White Paper or Countywide Strategy document. The White Paper shall synthesize the findings and recommendations from the memoranda into a comprehensive, countywide document. A Draft E-Bike Safety White Paper shall be prepared for review and comment, followed by a Final E-Bike Safety White Paper that incorporates C/CAG and stakeholder feedback.

Case Study: [Central Florida E-Micromobility White Paper](#)

Fehr & Peers, led by Angelica Rocha, developed an e-micromobility primer for Central Florida practitioners and policymakers (see Figure 3). The document summarized existing state law, which differs significantly from California, outlined a range of local policy approaches across jurisdictions (including sidewalk riding, helmet requirements, and other regulatory elements), and incorporated interviews with key practitioners (such as City of St. Petersburg, Orange County, Seminole County, and more) to document current practices, challenges, and opportunities. The primer also identified ways MetroPlan Orlando could provide additional tools and resources to support broader, more consistent adoption across its tri-county member agencies.

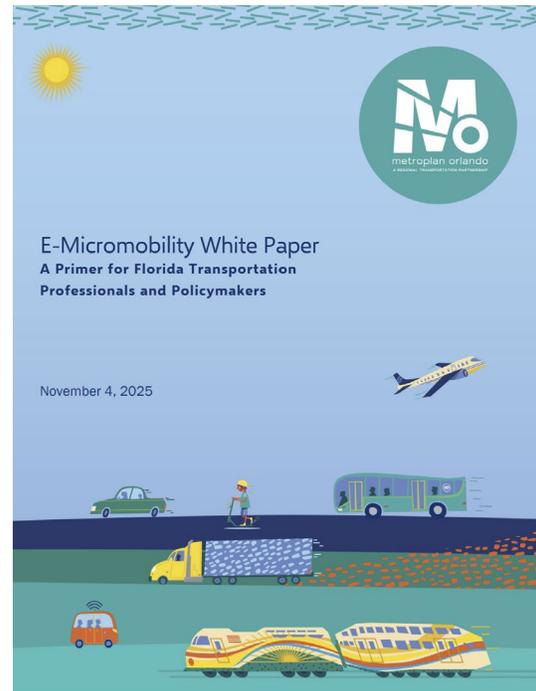


Figure 5: MetroPlan Orlando E-Micromobility White Paper, Drafted by Fehr & Peers 2025

Task 4.3. Board and Committee Meeting Presentations

The Fehr & Peers team will prepare presentation materials for Board and Committee Meetings, and provide staff support/presentation at up to twelve meetings. C/CAG staff may elect to present the materials to specific local jurisdictions, so the content will be made readily available for additional meetings if needed. In addition to presenting the Draft or Final White Paper, there will be key progress milestones at which it would be beneficial to share updates with the C/CAG Advisory Committee, beyond the TSAC meetings included in Task 2, such as when the guidance template and decision matrix are in draft form, and after the design guidance and enforcement and education guidebook are complete.

Task 4 Deliverables:

- Draft memo of each component described above in sections A-F
- Final memo of each component described above in sections A-F
- Draft final E-bike Safety White Paper compiled from the memos
- Final E-bike Safety White Paper
- Up to 12 presentations at C/CAG Technical Advisory Committees, the Transportation

Safety Advisory Committee, C/CAG Board, and C/CAG Bike and Pedestrian Advisory Committees

- Develop presentation materials for E- Bike White Paper

Task 5. OPTIONAL TASKS

If requested, Fehr & Peers welcomes the opportunity to discuss these White Paper ideas further.

We also provided two additional ideas for C/CAG to consider, aligning with the goals of this project and reflecting needs we have heard from agencies in San Mateo County.

Integrating Emerging Technologies into Transportation Safety

From our experience with local jurisdictions in San Mateo County, we understand that there are several emerging transportation technologies of greatest interest. This White Paper could explore some or all of these, and the Fehr & Peers team could leverage the TSAC to confirm or further refine the most prudent of opportunities.

- **Automated Vehicles:** San Mateo County has adopted a Countywide Automated Vehicle Strategy, yet many local agencies are still preparing for increased AV activity in the transportation network. While automated vehicles have the potential to improve safety outcomes, emerging challenges include curbside management, neighborhood idling, and operational issues during emergency response or when traffic signals are offline. As SMCTA actively pursues broader grant funding in this area, this white paper could document observed and anticipated local challenges, helping to ground future funding requests in real-world jurisdictional experience.
- **Intelligent Transportation Systems (ITS):** There is ongoing countywide investment in smart infrastructure, such as signal coordination, dynamic message signs, and vehicle detection systems, however, there are opportunities to further enforce best practices to support real-time traffic management and safer operations on San Mateo County streets.

- **Data-Driven Tools and Analytics:** Emerging artificial intelligence and predictive analytics tools are increasingly used to analyze crash patterns, infrastructure conditions, and travel behavior to more effectively prioritize safety investments and target interventions. While some San Mateo County jurisdictions are beginning to apply advanced data collection techniques, such as near-miss data, use of these tools remains limited, representing a significant opportunity to expand and standardize data-driven safety practices across the region.
- **Coordinated Data Systems in Practice:** A coordinated data system brings together safety, operations, planning, and project delivery data from multiple jurisdictions into a shared framework that supports consistent analysis, performance tracking, and decision-making across a region. Led by a countywide agency, such as C/CAG or SMCTA, this approach could include establishing common data standards, data-sharing agreements, and centralized or federated platforms that integrate crash data, roadway characteristics, traffic operations, and project information. By serving as the convener and steward of these systems, C/CAG or SMCTA could reduce duplication, improve data quality, and enable local jurisdictions to more easily share information.
- **Adaptive Traffic Control / Ramp Metering:** This includes advanced signal control and adaptive ramp metering systems use real-time data to manage vehicle flow, reduce congestion, and mitigate high-risk conditions on freeway access points, which can improve safety outcomes for all road users. When applied to local roadways, this ITS technology will allow SamTrans and local emergency service providers to integrate transit signal priority and emergency vehicle pre-emption features.

Developing Comprehensive Road Safety Management Systems

This white paper could take many forms, but we see an opportunity to build on our recent national research, NCHRP 08-171, *A Toolkit for Institutionalizing the Safe System Approach: User's*

Guide (provided in the **Work Samples** section), to explore how San Mateo County agencies can approach roadway safety as the management of kinetic energy risk and prioritize the most impactful actions first.

Using a four-step framework illustrated in **Figure 5**, Demand Management, Speed Management, Conflict Management, and Redundancy, the paper could describe how C/CAG can support local jurisdictional agency partners in developing a comprehensive road safety management system. The framework emphasizes proactive, scalable strategies embedded in policy, planning, and design, which are more effective than approaches that rely primarily on individual behavior, helping agencies focus limited resources on actions that deliver the greatest safety benefits.

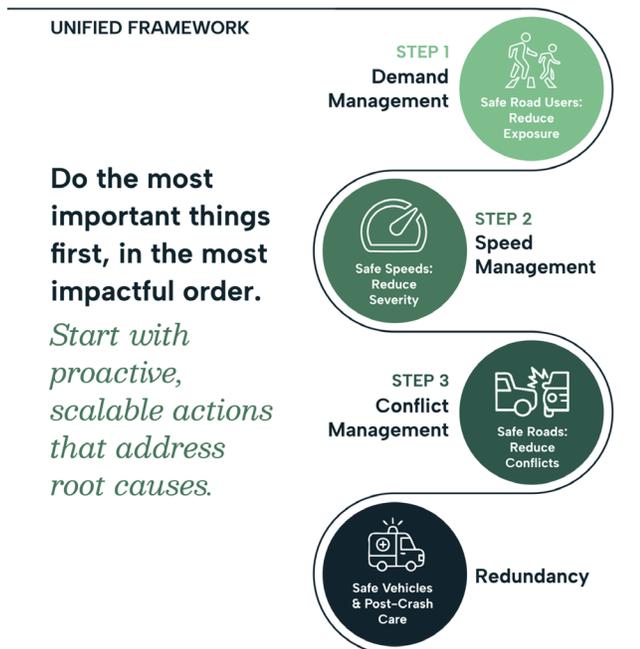


Figure 6: Safe System Approach Unified Framework prepared by Fehr & Peers

Leveraging Data and Analytics for Road Safety Improvement

This white paper could address best practices and emerging trends in safety data sources, performance measures, analytic methods, and dashboards/visualization known to support evidence-based decision-making, transparent reporting, and improve safety outcomes.

Our team brings deep experience working directly with leading transportation safety data vendors, including StreetLight, SafeGraph, Near, Mapillary, Swiftly, Mobileye, and more. We regularly evaluate

data quality, applicability, and limitations, ensuring that we understand the most appropriate safety question per data source is. In addition to vendor availability, we have developed hundreds of internal proprietary and custom-for-client analytic tools and dashboards that enable agencies to track key safety metrics, such as exposure, speed, multimodal risk, and VMT, and to use data consistently over time rather than as one-off analyses.

Our team could develop a white paper that summarizes key analysis and implementation challenges identified by the TSAC as part of Task 2, then provide specific solutions that address these challenges and consider local agency capacity and available regional, state, and federal funding.

We have ideas for other research or guidance documents that could support Countywide LRSP Implementation, such as:

- Countywide Speed Limit Reduction Guidance, to support best practice application of new state guidance for setting posted speed limits.
- Integrating Movement and Place Roadway Typologies, to support countywide thinking around how defining the intended mobility and place functions of streets can help align design, operations, and policy decisions to improve safety, access, and livability.

(Optional) Task 5 Deliverables:

- Task Kickoff & Strategy Development Meeting
- White Paper Outline
- Draft White Paper
- Final White Paper

Exhibit B
BUDGET & SCHEDULE

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: Deliverables Completed

Under no circumstances shall the amount paid by C/CAG to Consultant exceed \$433,074.48. Consultant shall provide C/CAG with a written itemized invoice 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:

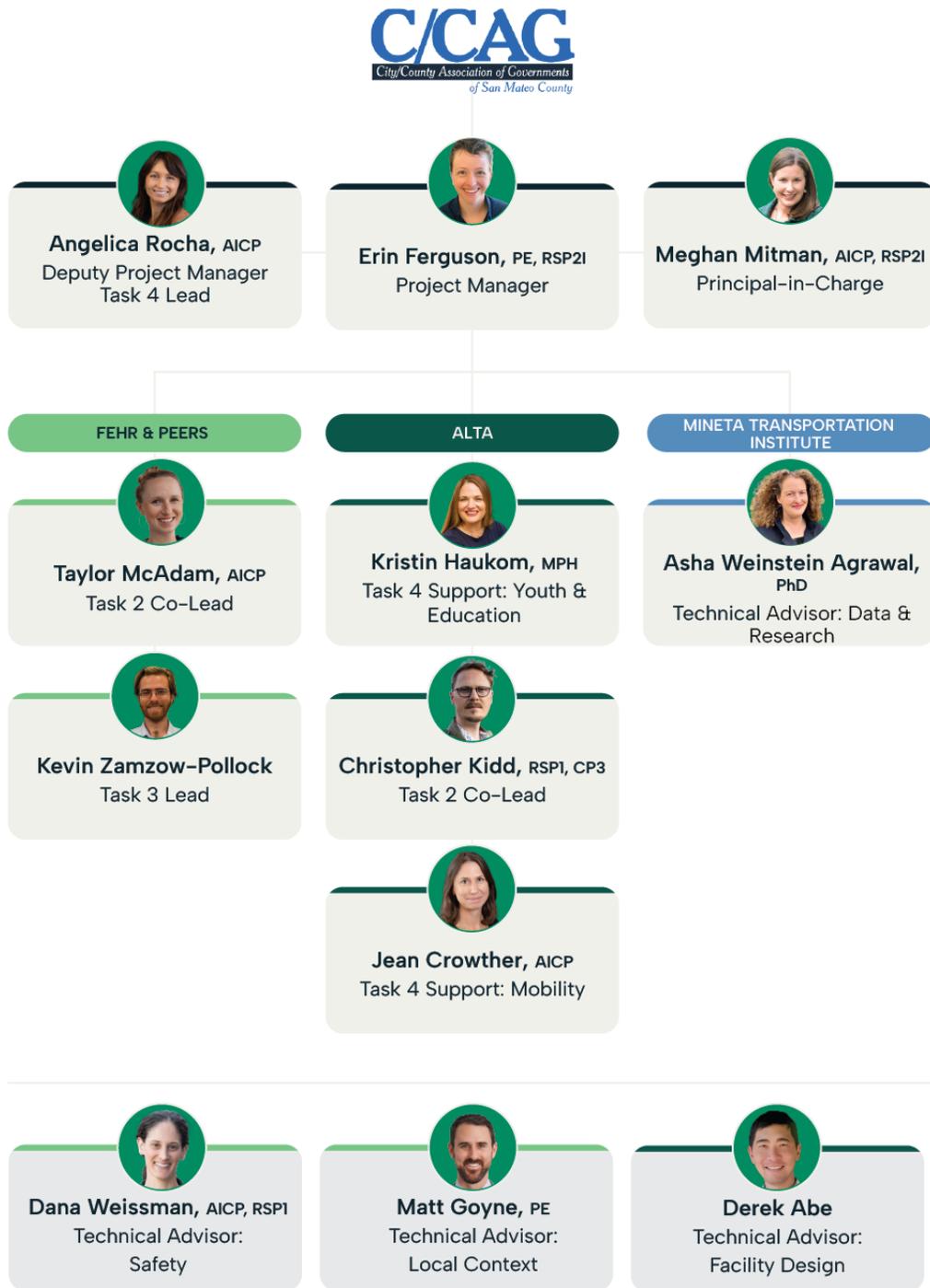
City/County Association of Governments of San Mateo County
555 County Center, 5th Floor
Redwood City, CA 94063
Attention: Eva Gaye
Email: egaye@smcgov.org

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

B. Staffing Plan

Our staffing plan is reflected in the organizational chart below. Erin will manage tasks with support from Angelica unless otherwise noted. We bring a local team to partner with C/CAG for this project. Our San Francisco-based team will lead this work from our San Francisco office, with project oversight from Meghan Mitman who is based in our Walnut Creek office but also serves as Fehr & Peers' Bay Area Principal-in-Charge. The Alta team will work from their office in Oakland, and Dr. Weinstein Agrawal will work from San Jose.



Attachment A

Grant Agreement Under Fiscal Year 2024 Safe Streets for All Grant Program

The Grant Agreement incorporates the “General Terms and Conditions Under the Fiscal Year 2024 Safe Streets and Roads for All (“SS4A”) Grant Program,” dated March 17, 2025, which is available at <https://www.transportation.gov/grants/ss4a/grant-agreements> under “Fiscal Year 2024.” The General Terms and Conditions are part of this Agreement, as are the exhibits to the General Terms and Conditions, available at the same location.

Attachment B

U.S. Department of Transportation

Office of Civil Rights Guidance regarding Disadvantaged Business Enterprise (“DBE”) Program

Available at: <https://www.transportation.gov/sites/dot.gov/files/2025-10/DBE%20IFR%20Guidance.10-03-2025.pdf>

Attachment C

Title VI Assurances

Available at: <https://ccag.ca.gov/wp-content/uploads/2026/03/Title-VI-Assurances.pdf>