



1600 Franklin Street
Oakland, CA 94612

On-Call Planning Contract
Task Order #3
Request for Statement of
Qualifications

Network Redesign

Network Redesign

Overview

The COVID-19 pandemic has resulted in paradigm shifts in how people use transit throughout the San Francisco Bay Area. Compared to other U.S. metro areas, the San Francisco Bay Area has seen significantly fewer individuals return to in-person work, shifting either to fully remote work or varying hybrid work schedules. Although roughly 55% of AC Transit's total average daily ridership has returned (as of July 2022), data suggest that where and when people are traveling has changed drastically, especially on a regional level. In addition, as transit ridership has continued to languish, freeway traffic volumes and congestion have generally returned to pre-pandemic levels. This suggests a transit network redesigned around today's travel needs rather than those of the pre-pandemic world could make transit in the East Bay and throughout the region more useful to more people.

Listed below are some key structural challenges AC Transit faces over the coming years that must be considered as part of a network redesign:

- **Ridership Levels and Patterns:** Ridership is at approximately 55% of pre-pandemic levels and while the pandemic continues, it is increasingly clear that remote work will continue in some form. Many pre-pandemic riders have continued to ride AC Transit, but a significant number of people have changed their patterns since the onset of the pandemic. Additionally, with a large number of people continuing to work from home and limiting their in-person activities, the District is faced with the increased challenge of reaching out to and obtaining viable data about rider preferences from a representative population—including hard-to-reach and historically underserved populations.
- **Finances:** With the infusion of federal aid, AC Transit has the funds to return to full pre-pandemic service levels on the current network, at least until FY 23-24. AC Transit's current financial projections show significant deficits starting in FY 24-25 assuming additional federal aid does not materialize.
- **Operator Availability:** Currently, AC Transit is short by more than 100 operators needed to reach pre-pandemic service levels due to challenges recruiting, certifying, and retaining operators fast enough to overcome attrition. This situation reflects national trends affecting many transit operators and other industries. In response, AC Transit has restructured to augment training capacity and throughput and redoubled its efforts to get applicants in the door. Despite an aging workforce, the agency needs to meet aggressive hiring and retention goals to return to pre-pandemic service levels.

AC Transit is launching a people-centered network redesign that will start in Fall 2022 with the goal of implementation in August 2024. The Network Redesign will prioritize equitable access to essential destinations/connections while carefully reviewing how the transit network aligns with today's travel patterns.

AC Transit's Strategic Plan outlines equity as a core organizational value; we believe that equity of access to mobility should be a factor in all agency decisions. This means balancing the needs of people who have transportation challenges with the geographic coverage expected throughout the District, as well as addressing the needs of underrepresented populations. To do this, it is important that the outreach and engagement plan and activities solicit feedback through a variety of channels and venues informed by AC Transit's Public Participation Plan. Tactics being considered include collaboration with community-based organizations, and strategies that remove barriers to participation (i.e., child care, financial incentives) so that all communities, especially those with limited means, individuals with mobility impairments, people of color, and other perspectives and voices are fully represented in the planning process.

All aspects of how AC Transit delivers service, including bus routing, stop spacing, frequency, and span of service will be under review. Network changes will be focused around a set of guiding principles developed as part of the planning process. These principles will be informed by key technical findings from the existing conditions analysis and a robust public outreach and engagement campaign. These outreach and engagement efforts will help staff understand how peoples' needs and preferences may have changed, and as network plan drafts are developed, get feedback to incorporate into a final plan to submit to the AC Transit Board for approval.

AC Transit also aims for the network redesign to culminate in a renewed focus around service quality and reliability through a review and revamping of AC Transit's service policies and standards. Updated service policies and standards in line with industry best practices and post-pandemic conditions will ensure that the network redesign guiding principles continue to shape how AC Transit plans and prioritizes service improvements and help the agency to more systematically identify, measure, and address service quality and reliability issues. In doing so, AC Transit will be better positioned to equitably plan and deliver a high quality and reliable customer experience for riders now and in the future.

Scope of Work

Task 1: Kickoff & Project Management

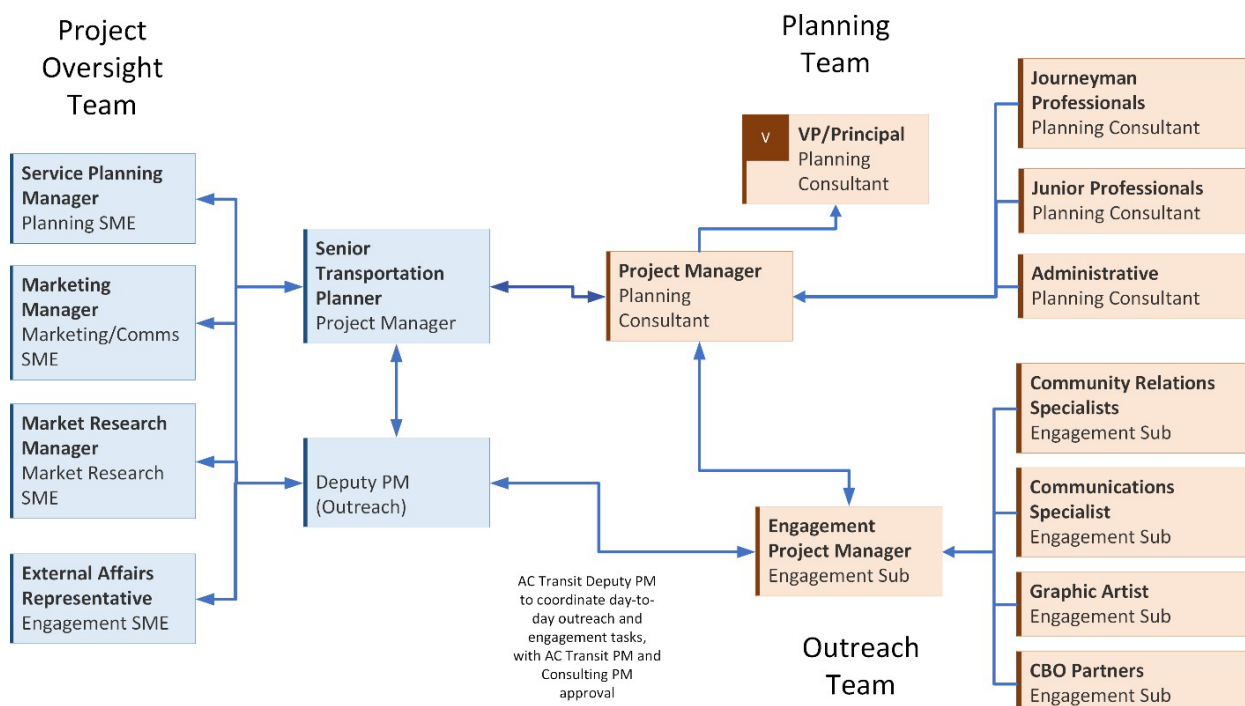
Convene project team to review and confirm scope, timeline, resources and mutually agreed upon deliverables.

- A. Hold project kick-off meeting introducing the project team, key consultant team and AC Transit staff, and establishing roles and responsibilities. The network redesign is a people-centered planning initiative.

The primary point of contact for the consultant will be the Senior Transportation Planner who will be handling primary project management and coordination tasks on the AC Transit side. The Senior Transportation Planner will be supported by the AC Transit Project Oversight Team. This Team consists of the Service Planning Manager, who will be primarily responsible for informing and advancing the policy and decision-making process around existing conditions, Board Policy 545, and service

alternatives; the Market Research Manager, responsible for guiding survey and data collection efforts; the Marketing Manager, responsible for shaping marketing and communications efforts and ensuring that the project messaging and design meet AC Transit's standards; and the External Affairs Representative, who will be responsible for providing a vision for outreach, communications, and public engagement with riders and communities that supports the development and implementation of a transit network responsive to today's mobility needs. It is expected that the outreach sub-consultant will have a direct line of communication with the deputy project manager for day-to-day activities, subject to approvals from the AC Transit project manager and project manager for the planning consultant.

Exhibit 1: Project Organization Chart



- B. Develop a Project Plan identifying any necessary resources, specific roles and responsibilities, and staff composition for the consultant team, including the deliverables for which the consultant team and each AC Transit department is responsible. This project plan will include all elements of the plan, technical project work, outreach, communications, and public engagement.
- C. The consultant will facilitate regular check-in meetings (at least monthly) with the AC Transit Project Management Team (PMT), and will be responsible for developing agendas, taking notes, and sending out action items after each meeting.
- D. Establish and facilitate advisory committees for internal and external stakeholders. The consultant will develop an internal engagement plan with a schedule for presentations to internal groups that includes a timeline and plan to support District staff. The consultant will also develop an external engagement

plan with specific outreach and engagement tactics to encourage public input and solicit feedback over the course of the project through plan development and implementation. Facilitation will include any applicable supporting materials in both digital and print formats, which could include flyers, display boards, PowerPoint presentations, and/or interactive digital maps.

- E. Develop plan for engagement with the AC Transit Board of Directors with budget for consultant facilitation. The consultant will develop a plan with a schedule for engaging with the AC Transit Board of Directors. This will include solicitation of feedback in advance of relevant project milestones and for adoption and approval of important plan components. The consultant will include budget for any applicable board meeting facilitation, presentations and/or workshops, and any accompanying materials necessary.

Deliverables – Project plan and timeline, meeting agendas for regular check-in meetings, committee participant lists, draft advisory committee meeting schedules and associated topics, and materials supporting advisory committee meetings.

Task 2: Existing Conditions Analysis

Provide an analytical base from which to craft network recommendations as part of Tasks 3 and 4.

- A. Review existing planning documents, including AC Transit-produced materials and municipal and county planning efforts. This effort will include but not be limited to the AC Transit Strategic Plan, the most recent AC Transit Short Range Transit Plan (S RTP), Bus Stop Policy, and Service Design Guidelines. Where municipal and county planning is concerned, this will include general plan updates, specific plans, county-wide transportation plans, community-based transportation plans, and mobility planning at the local jurisdiction level across the AC Transit’s service area.
- B. Develop an Existing Service Profile, which will include an overview of the service provided both pre-pandemic and currently, including breakdowns by service type, geography, demographics, frequency, and service span.
- C. Develop a Market Analysis, a memorandum that will incorporate a *demographic profile with maps* identifying *residential and employment densities* across the AC Transit district, *key transit demographics* including zero-vehicle households, people of color and low-income populations, disabled, senior, and youth populations. In addition to existing demographics, the analysis will incorporate horizon year demographic and land use projections to ensure that the plan is consistent with future planned growth across the AC Transit service area.
- D. Conduct an Origin-Destination Analysis that summarizes pre-pandemic and post-pandemic travel patterns using cellphone and/or location-based services data already acquired by AC Transit through a separate procurement. The analysis will detail local travel patterns between geographies small enough to ascertain travel volumes between neighborhoods within the AC Transit district and detail regional

travel patterns between neighborhoods in the AC Transit district and other key destinations throughout the region.

This analysis will provide detail as to how travel demand has changed between fall 2019 and the present day by mode, geography, time-of-day, and travel volumes. The analysis will identify any significant mismatches between overall travel demand and trips taken on the transit network. All transit-focused analysis will not only include travel on the AC Transit bus network, but also include trips to and from other transit operators, including bus-to-bus trips, bus-rail trips, and any other relevant multimodal connections like ferry service. An important goal for this analysis is to highlight where demand has dropped off and/or increased disproportionately since the onset of the pandemic and identify opportunities for enhancements.

- E. Develop a Service Evaluation, a memorandum that will integrate AC Transit data from available sources, including the District's Automatic Passenger Counter (APC) and Automatic Vehicle Location (AVL) systems. This will provide a comprehensive look into pre-pandemic and current key performance metrics, including but not limited to *service productivity, reliability, loads, and operating speeds* broken down by individual line, segment, and stop.
- F. Produce Existing Conditions Report summarizing all work conducted as part of sub-tasks 2A through 2E. Will include an executive summary and a detailed synthesis of all work conducted as part of Task 2.

Deliverables – Existing Conditions Report

Task 3: Customer Preferences Survey

Provide additional customer-driven feedback to help craft informed network recommendations as part of Tasks 4, 5, and 6.

- A. Develop Sampling Plan. AC Transit has already developed a sampling plan favoring on-board survey data collection. This plan targets are stratified by geographic sub-area to achieve a representative sample of the district's riders. The consultant will review the sampling targets depicted in Exhibit 2 and provide feedback and recommendations for improvement.

AC Transit is open to data collection approaches that deemphasize traditional on-board surveys and in-person data collection with appropriate justification. If an alternative methodology excluding traditional on-board survey collection is proposed, the approach must compellingly demonstrate that it would capture a full representative sample of AC Transit's entire rider population, including traditionally hard to reach and historically underserved populations.

Exhibit 2: Sampling Targets

Sub-area	Sample Size
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West Contra Costa County	383
Northern Alameda County	383
Oakland, Alameda, and Piedmont	384
Central Alameda County	384
Southern Alameda County	384
Total	1,918

- B. Finalize and Produce Instrument. AC Transit has already developed a draft survey instrument. The consultant will review this existing instrument and provide feedback and recommendations for improvement. The consultant will finalize the list of questions with the AC Transit project management team and format the document into a survey instrument for in-person and online data collection (as applicable) and include a means to identify which channel each response came through. The survey instrument and subsequent data collection effort will incorporate a means to avoid duplication of responses between paper and online response channels.

The consultant will get the instruments professionally translated with enough time ahead of the survey launch date to print and distribute paper instruments, and the online survey will need to be formatted to ensure it is fully accessible to those with hearing and/or visual impairments. The consultant will manage the translation through AC Transit-approved vendors and manage production of any printed surveys.

- C. Conduct Survey. Any in-person survey work will be performed by street teams/ambassadors hired by the consultant project team and assist respondents in multiple languages. The consultant will execute a sampling plan for the survey period. The day-to-day management of the survey will be handled by in-field supervisors from the consultant project team. Should the consultant propose an alternative means of data collection approved per Task 3A, AC Transit and the consultant will come to an agreement to ensure the data collection effort meets agreed-upon survey targets. This task will be coordinated with Task 8G.
- D. Clean and Deliver Data. The consultant will ensure that all data received from the surveys are entered daily and ensure those data are cleaned and ready for analysis by the time specified in the project timeline. The consultant will recommend a timeframe that allows delivery by the specified date and allows for an accurate understanding of completed, quality survey counts by line, race/ethnicity, low-income status, geography, and other factors deemed relevant by the AC Transit project team.
- E. Data Analysis. The consultant will analyze the cleaned data for the network redesign to support the development of guiding principles and future scenario planning. The consultant will be expected to create a technical memo summarizing the survey analysis that can be shared with the AC Transit project manager and released in a form suitable for public consumption.

The consultant will work closely with the AC Transit Project Oversight Team and the AC Transit Office of Civil Rights to coordinate the analysis of survey data to support the Title VI Service Equity Analysis document that will accompany the final service plan when adopted.

Deliverables – The sampling plan and implementation plan, including staffing requirements; final Paper and Online survey instruments translated into English, Spanish, and Chinese; printed copies of the paper survey; a technical memo; a survey results summary; complete cleaned survey results; and a presentation summarizing the process and key findings.

Task 4: Develop Guiding Principles

Provide a set of goals from which to craft network recommendations as part of Tasks 5 and 6, and shape future service planning and monitoring efforts in Task 7.

- A. Develop Draft Guiding Principles for the Service Network based on the information compiled in Tasks 2 and 3, and input from internal and external stakeholders gathered as part of task 8. The goals will include an executive summary/synthesis of the key findings from Tasks 2, 3 and 8, which would then underpin the draft guiding principles.

This draft guiding principles will be easy for people to understand and address the kinds of key trade-offs involved in planning a transit network for the diversity of needs across the AC Transit service area, which may include questions of transit network frequency versus coverage, more walking versus more waiting, familiarity with the network versus potentially improved access to destinations.

- B. Develop Final Guiding Principles for the Service Network based on the draft guiding principles, incorporating edits based on the outreach conducted as part of Task 4A and 8.

Deliverables – Network Redesign Plan Guiding Principles, Summary in presentation format and report format (written)

Task 5: Develop Draft Service Alternatives

Develop draft service alternatives in line with the guiding principles developed in Task 4 and any engagement efforts conducted as part of Tasks 2, 3, and 8. Special care will be taken during the planning process to consider the implications the individual components of the overall service alternatives would have on AC Transit's most sensitive populations.

- A. Identify Service Proposals based on the vision developed in Task 4, and the analysis conducted as part of Tasks 2, 3, and 8. The consultant team will develop these proposals, which will include any proposed fixed-route and/or demand-response service recommendations in close collaboration with the AC Transit project manager and service planning staff, which may include in-person and/or virtual workshops between agency planning staff and the consultant team. Before finalizing the details of the

draft service proposals, special attention will be paid to ensure any alignment changes are actionable in the near-term with respect to existing infrastructure. As part of this sub-task, all service recommendations will be costed out and ascribed frequencies and service spans, and demand response service zones and/or service areas as applicable based on existing and future projected demand.

- B. Draft Network Proposals that provide a detailed summary of any fixed-route and/or demand-response service proposals and plainly illustrates how service across the AC Transit service area will be configured. AC Transit will require *up to three* preliminary network scenarios that break down service types by corridor and sub-area, frequencies, and spans of service. The consultant team will provide detailed proposals including costs, travel times, access to activity centers and employment, and ridership impacts, as well as higher-level summaries for executive and decision-maker consumption. The consultant will also produce detailed analysis that assesses the benefits and impacts of each network scenario on job access, key destinations like grocery stores, and other relevant points of interest for disadvantaged populations within the AC Transit service area.

Deliverables – Draft Service Proposals and supporting analysis

Task 6: Develop Final Service Plan

Develop a final service plan that presents key findings from the existing conditions analysis in Tasks 2, 3 and the engagement efforts in task 8, in tandem with a refined version of the draft service plan based on outreach to the public, key stakeholders, and within the AC Transit organization.

- A. Draft Final Service Plan and Report for dissemination to AC Transit upper management prior to the formal approval process.
- B. Conduct Title VI and CEQA analyses. While Title VI, environmental justice, and environmental quality considerations will help inform every step of the plan, formal Title VI analysis and environmental clearances will begin following the public comment period and associated public hearing on the proposed changes. The Title VI and CEQA analyses will be completed in collaboration with AC Transit Title VI compliance staff and will take place following plan adoption by the AC Transit Board of Directors and before implementation of service changes.

Deliverables – Final Service Plan

Task 7: Develop Updated Service Standards

Develop the final guiding principles into more systematic and actionable standards for how AC Transit plans, measures, delivers, and improves upon the transit network beyond plan implementation.

- A. Establish best practices for AC Transit’s regular service planning process and service monitoring efforts. The consultant will consider both how the current Board Policy 545 factors into AC Transit’s service planning and how the AC Transit’s Key Performance Indicators program informs and facilitates service quality measurement and improvement, as well as the existing conditions analysis and survey developed as part of Tasks 2 and 3 and the guiding principles developed as part of Task 4. The consultant will assess the existing Board Policy 545 document, outlining its strengths and weaknesses to help inform how a new and improved policy might be written.

The consultant will conduct interviews with relevant AC Transit staff to understand current service planning processes around service changes as well as agency-wide performance benchmarking with respect to the quality of service delivery.

The consultant will assess the existing Key Performance Indicators Program with respect to Service Delivery, outlining its strengths and weaknesses to help inform how its system performance monitoring might be improved. The consultant will also conduct a review of best practices for service standards and on-going monitoring of service quality, gathering this information via interviews with peer transit agencies and/or a literature review.

This sub-task will inform the work conducted as part of sub-tasks 7B and 7C. Consultant will document all findings in a technical memo and provide a proposed outline for how the new draft board policy would be structured.

Deliverables – Best Practices Overview Memo, and a Proposed Outline of New Draft Board Policy

- B. Develop a draft service standards policy that includes standards for network coverage, service typologies, service planning warrants, and service performance and quality metrics.

Service coverage standards will use applicable demographic information to define standards for service coverage of the transit network within AC Transit’s jurisdiction. The methodology will be consistent with past studies reviewed in Task 2 and the guiding principles draft as part of Task 4. For public transparency and consistency with regional planning and associated grant opportunities, consultant will employ the use of publicly available demographic datasets such as the MTC Equity Priority Communities classifications and/or the American Community Survey.

Service typologies will include associated service characteristics that include all the different service types that AC Transit currently operates, including supplemental service. The categories will outline minimums for frequency and span of service, provide detailed characteristics for each typology, and provide an overview of how all these service types will be integrated with one another and within overall regional Bay Area transit network. With the work conducted as part of sub-task 7A, these warrants will serve as a means by which staff will plan and assess service that is operated throughout AC Transit’s district.

Consultant will also include recommendations for additional categories for future service types that AC Transit could operate in the future, such as on-demand services. The proposed categories will draw the work conducted as part of this network redesign and existing board policies, including AC Transit's Bus Stop Guidelines, the Title VI and Environmental Justice Service Review and Compliance Report Policy, the Standards for Operation of Supplementary Service, and the AC Transit Major Corridors Study. The choice of categories will also be informed by on-going regional efforts to better coordinate service within the region, including the work of the MTC Blue Ribbon Transit Recovery Task Force.

Service warrants will provide AC Transit with a consistent, transparent, and actionable framework for reviewing service levels and spans that match the service typologies identified in Task 4 according to market demand. These warrants could be based on demographic factors like those identified in Task 3 and/or performance statistics like existing ridership, crowding, and productivity. Ultimately, the work performed will address two key issues: 1) where AC Transit should operate each type of service within its service area; and 2) how much of the service type specified should be operated, including frequency and spans.

Performance metrics to support the warrants could include expanded service reliability metrics such as on-time performance, headway-based metrics, bus bunching measures, or other metrics centered around providing riders with a consistent user experience.

Deliverables – Draft Board Policy, including appendix with background literature review, maps, methodology.

- C. Consultant will prepare a PowerPoint presentation and supporting materials for an AC Transit Board Meeting scheduled for Spring or Summer 2024. This presentation will provide an executive-level overview of the work conducted as part of tasks 7A through 7D. The presentation will serve both as an educational tool for the AC Transit Board of Directors and an opportunity to solicit the Board's feedback and guidance in shaping the new board policy document. Consultant will provide pricing for an optional sub-task for the consultant to facilitate this discussion at the Board Workshop.

Deliverables – Board Presentation

- D. Based on the project work conducted and the feedback received from the AC Transit Board at the Board Workshop, the consultant will develop a final board policy document. The draft policy will follow parameters for writing style and formatting set forth by the AC Transit District Secretary's office.

AC Transit staff will submit the draft board policy document for review by the AC Transit Board of Directors in Summer or Fall 2024 and solicit further comments from the Board of Directors in addition to those received as part of a Board Meeting during this timeframe.

Deliverables – Revised Final Board Policy 545 document

Task 8: Community Outreach, Communications, and Public Engagement

Communications, community outreach and engagement subject matter experts (Consultant) will support the network redesign's development and implementation, and the subsequent development of new service standards. The subject matter experts will include community relations specialists, communications specialists, graphic artists/designers, and community-based organization partners. This task will be informed by the AC Transit Public Participation Plan and industry best practices for outreach and community engagement. Possible tactics could include incentive/support services and others to increase participation among historically disadvantaged communities.

- A. Develop an outreach, communications and engagement plan (Outreach Plan) that will detail the level of engagement for each phase of the Network Redesign project, providing the framework for all tasks related to public participation.

The Outreach Plan scope will span the entire AC Transit District, which includes 13 cities and 8 unincorporated communities of Alameda and Contra Costa Counties:

- Alameda County cities: Alameda, Berkeley, Emeryville, Fremont, Hayward, Newark, Oakland, Piedmont, and San Leandro; and includes unincorporated areas: Ashland, Castro Valley, Cherryland, Fairview, and San Lorenzo.
- Contra Costa County cities: Albany, El Cerrito, Richmond, and San Pablo; and includes unincorporated areas: El Sobrante, Kensington, North Richmond.

The Outreach Plan duration is expected to be an 18-22 month period, running in tandem with the network redesign planning process.

Day-to-day outreach and engagement work and project tasks will be coordinated with the outreach sub-consultant on the AC Transit side by the deputy project manager for outreach, with approval from the AC Transit project manager and the planning consultant project manager.

The Outreach Plan will contemplate contingency options for outreach if public health exigencies, from COVID-19 or similar, preclude effective in-person outreach strategies.

- B. Conduct targeted outreach and engagement around project milestones, keeping stakeholders (defined in Task 8C) abreast of project developments and affording opportunities for stakeholder participation. This outreach will be conducted and aligned with the network redesign plan developed as part of Task 1C. Staff estimates a total of 85 outreach meetings/activities. Project milestones include five key project engagement windows, as follows: 1) engagement and need-finding (concerns/priorities) that supports the development of draft guiding principles responsive to community needs; 2) solicitation of public

feedback on the draft guiding principles after they are developed in order to incorporate that feedback into a final guiding principles document; 3) solicitation of public feedback on a draft network proposal once it is developed to incorporate feedback in the development of a final plan; 4) outreach on the revised network proposal to help finalize a plan; and 5) implementation and post-implementation education about the impending network changes. See Task 8.F. for estimated number of meetings.

Consultant will conduct outreach, communications and public engagement throughout the five phases of engagement outlined in this Task 8B that will include 85 meetings/activities that include: AC Transit hosted virtual/in-person meetings by Ward, geography clusters (i.e., north, central, south), District-wide; pop-ups throughout the District (i.e., at community events and festivals, at bus-stops, college campuses, senior centers, etc.), focus groups, presentations to existing/standing community-based organizations, transportation/mobility commissions/groups, and governmental agencies.

As part of this task, the consultant will attend regular check-in meetings and provide on-going written reports of outreach activities as described in Task 1C. The consultant will track and document community outreach and public engagement activities qualitatively and quantitatively, preparing weekly and monthly update reports with pictures documenting activities and plans for next reporting period and delivering timely invoices that include budget expense/balance.

- C. Develop and maintain stakeholder outreach and engagement list. This will support the establishment of internal and external advisory committees as part of Task 1D, Task 8 and the overall Outreach Plan activities. Relevant external stakeholders include riders, the general public, those with mobility impairments, seniors, youth, local jurisdiction staff and policymakers, peer transit and transportation-focused agencies, community-based organizations, faith-based organizations, transportation advocacy organizations, and schools. Relevant internal stakeholders include bus operators, AC Transit's Drivers Committee, AC Transit unions, and the board of directors.
- D. Coordinate with AC Transit staff on the use of community-based organizations (CBOs) to support grassroots outreach and engagement, setting aside dollars in the budget for this purpose.

The intent will be to utilize local CBOs for outreach and engagement with historically disadvantaged communities. These will be CBOs who are already working with the people in these communities and have established relationships and credibility. The expectation is that the consultant will work with at least five (5) CBOs who will offer opportunities and space to join existing meetings/gatherings/events and/or assist with in-person outreach activities and/or support of and promotions of meetings created as part of the Project Outreach Plan. This initiative is not to be a token action, but rather a strategic tactic to strengthen the outreach plan to support the development of the network redesign plan.

- E. Produce an array of community-friendly, informational collateral materials to support outreach, communications, and engagement in both digital and print formats, including: flyers, display boards, PowerPoint presentations, website, eNews email blasts, social media content/design, interactive digital maps and feedback tools with any required translation and printing.

- F. Coordinate in-person and/or digital public meeting logistics, including, but not limited to interpretation/translation, printing, venue rental fees, and food for community meetings. Staff estimates 75 meetings, plus 10 CBO led outreach meetings/activities, over the course of the project. This is in addition to the facilitation for any advisory committees identified in Task 1. Additionally, District staff, particularly LACR, will be providing updates and engagement via existing outreach and engagement (regular activities to and with policymaker/community contacts.)
- G. Promote and support online and in-person market survey participation with a street team (consultant team of outreach workers) to implement intercepts on buses / at bus stops over a multi-week period as applicable per Task 3A. The consultant will provide recommendations as to different methods to drive survey responses via multiple channels. All supporting tactics/materials to be produced in coordination with the deputy project manager for outreach.

Deliverables – Outreach, communications and engagement plan (Outreach Plan), Stakeholder list, Project collateral materials (translated), Ten (10) CBO-led outreach activities in historically disadvantaged communities, 75 outreach meetings/activities, Regular Outreach reports/updates; Summary reports for each Outreach and Engagement Phase (5 reports), Outreach, Communications and Engagement Summary/Close-out Report (1 report)

Proposed Project Schedule

Please note that the project will be delivered in phases, and Consultant shall coordinate closely with AC Transit throughout all phases of the project to develop and support the implementation of various tasks.

<u>TIMELINE (Proposed)</u>	<u>Activity</u>
Summer 2022	Preparation for Network Redesign (i.e., confirm consultant team, internal team, etc.)
Fall 2022	Award Contract for a Planning, Outreach, Communications, and Public Engagement Project
Fall/Winter 2022-23	Planning – Redesign Development Phase 1: Existing Conditions, Market Research, Guiding Principles Engagement Phase 1: Early Communications w/riders/community (Heads-up) engagement and need-finding (concerns/priorities) that supports the development of draft guiding principles responsive to community needs. Project Update/Workshop for AC Transit Board of Directors
Winter/Spring 2023	Engagement Phase 2: Solicitation of public feedback on the draft guiding principles (on what's important, destinations/connections, trade-offs/priorities) after they are developed in order to incorporate that feedback into a final guiding principles document. Project Update/Workshop for AC Transit Board of Directors
Summer/Fall 2023	Engagement Phase 3: Solicitation of public feedback on a draft network proposal once it is developed to incorporate feedback in the development of a final plan; Project Update/Workshop for AC Transit Board of Directors
Fall/Winter 2023	Engagement Phase 4: Share new network final draft proposal with community/stakeholders and seek an additional round of feedback to help finalize a plan that will go through a formal review process towards Board Decision making and implementation.
Fall/Winter 2023	Workshop with AC Transit Board of Directors
February 2024	Public Hearing(s)
March/April 2024	Board Decision-making/Approval on Redesigned Network with Title VI/CEQA Analysis
March/April 2024	Subject to the Board Decision, may hold a workshop with AC Transit Board of Directors to discuss implementation, branding strategies
Summer 2024	Engagement Phase 5: Rider Education and Communications on new Service Network
August 2024	Implement New Service

Contract Goal

The District seeks to utilize Small Business Enterprises (SBE), including Disadvantaged Business Enterprises (DBE) and Micro Business Enterprises (MBE), and Local Business Enterprises (LBE) to the extent permissible by law, when such businesses are available and the price of their goods, material or services sought is reasonable and competitive in the marketplace.

This contract has a 20% small business goal. There is a 0% local business goal on this contract.

Proof of local business status must be submitted with response to this solicitation.

The District's Local Business Enterprise (LBE) means a business located within the District service area and certified as a local business enterprise by an authorized agency located in Alameda or Contra Costa County, or

1. Hold a valid business license issued by Alameda County or Contra Costa County or a city within Alameda County or Contra Costa County for at least six (6) months prior to bid date; and
2. Be located and fully operational at a fixed place of business or home office within Alameda County or Contra Costa where administrative and other productive work is continuously performed relative to its commercial contracts for at least six (6) months prior to the bid date, with evidence of maintaining a working office at such business address:
 - a. a lease/rental agreement or proof of ownership of real property for the fixed place of business or home office; and
3. Have a minimum of one full-time equivalent employee staffing the Alameda County or Contra Costa office, if the business has one or more offices located outside of Alameda County or Contra Costa County.

PROCUREMENT TIMELINE

<u>Date</u>	<u>Milestone</u>
Tuesday 9/6/2022	Solicitation Released
Thursday 9/15/2022	Tasking Pre-SOQ Meeting, 1:00pm Pacific
Tuesday 9/20/2022	Questions due from On-Call Teams
Tuesday 9/27/2022	Responses sent to all On-Call Teams
Friday 10/14/2022	SOQs Due (received by 5:00 p.m. by mail or email)
Wednesday 10/19/2022 – Friday 10/21/2022	AC Transit reserves the right to conduct interviews with proposers during this period
Wednesday 12/7/2022	Estimated Date for Notice to Proceed
Tuesday 12/20/2022	Estimated Project Kick-Off Meeting Date

REQUEST

Please submit a Statement of Qualifications (“SOQ”) responsive to the project work depicted in the Overview and Scope of Work sections. The SOQ should describe the proposed project approach in detail, include level of effort and proposed staffing to successfully complete each of the tasks identified.

The SOQ must be received no later than 5:00 p.m. on Friday, October 14, 2022. The SOQ should be emailed to David Berman at dberman@actransit.org or mailed to the following address:

AC Transit
Attn: David Berman, Senior Transportation Planner
Service Development & Planning Department
1600 Franklin Street, 7th Floor
Oakland, CA 94612