

STAFF REPORT



MEETING DATE:	April 28, 2022
SUBJECT:	Authorize Technical Services Agreement to Prepare the State Route (SR) 273 Multimodal Corridor Plan
AGENDA ITEM:	14
STAFF CONTACT:	Michael Kuker, Associate Transportation Planner

SUMMARY:

SRTA was awarded Caltrans Strategic Partnerships funds to develop a comprehensive corridor plan for State Route (SR) 273. SRTA issued a Request for Proposals (RFP) for consultant services to help prepare the plan. An interagency evaluation committee scored four proposals and has provided a consensus recommendation.

STAFF RECOMMENDATION:

It is recommended that the board of directors:

1. Authorize the executive director to execute a technical services agreement (TSA) for consultant services to prepare the SR 273 Multimodal Corridor Plan, not to exceed \$869,040, pending a board of directors approved and fully executed joint powers agreement between SRTA and Caltrans to combine grants into one project managed by SRTA (see Agenda Item 12); and
2. Authorize the executive director to make minor administrative amendments to the TSA as appropriate.

DISCUSSION:

In June 2021, SRTA received a \$500,000 Caltrans Strategic Partnerships grant to fund the State Route 273 Northern Section Multimodal Corridor Plan. The board of directors accepted this award at the June 2021 meeting (see [staff report on SRTA website](#)). Shortly afterwards, Caltrans District 2 received a \$500,000 Special Studies grant to prepare a multimodal corridor plan for the southern section of SR 273. As presented in Agenda Item 12, SRTA and Caltrans are consolidating the two grants under a joint powers agreement to minimize overhead costs and ensure coordination and consistency between the two projects.

SRTA issued a RFP on January 24, 2022 for consultant services to develop the SR 273 Multimodal Corridor Plan. Four proposals were received. The proposals came from DKS, GHD, IBI Group, and TJKM. Total cost ranged from \$770,040 to \$869,924. An evaluation panel was established with representatives from SRTA, Caltrans District 2, Shasta County Department of Public Works, the City of Anderson, and the City of Redding. The panel's consensus score for GHD was 75 out of 100. The second next highest score was the IBI Group, with 74 out 100. It is recommended that GHD be awarded the contract based on their previous experience on similar projects, familiarity with the region, and understanding of the 273 Plan's scope and potential for transformative change.

It is expected that the final plan will be presented to the board of directors for consideration in June 2024. The proposed project schedule, including tasks and deliverables, is attached. Staff will provide updates to the board of directors at key milestones during the planning process.

ALTERNATIVES:

The board of directors may choose another firm, direct staff to recirculate the RFP, or delay this item and request the staff to provide additional information.

OTHER AGENCY INVOLVEMENT:

SRTA circulated the project scope of work and the request for proposals to Caltrans District 2, Shasta County, the City of Anderson, and the City of Redding for feedback prior to opening the procurement. An interagency proposal evaluation committee reviewed proposals and arrived at a consensus scoring and recommendation. A project advisory committee (PAC) will be established as part of this project with invitations to participate extended to Redding Rancheria, Caltrans District 2, Shasta County, and the Cities of Anderson and Redding, among others. */// The Technical Advisory Committee (TAC) concurs with the staff recommendation. ///*

FISCAL IMPACT:

The SR 273 Multimodal Corridor Plan budget is funded through two grants, SRTA's \$500,000 Strategic Partnership grant and Caltrans District 2's \$500,000 Special Studies grant. Local match committed to the project is \$125,000 in PPM funds. Deliverables will be used to compete for discretionary capital grants required for implementation.

Daniel S. Little, AICP, Executive Director

Attachment: SR 273 Multimodal Corridor Plan Scope and Schedule

Attachment A: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
1. Project Initiation [May 2022]			
Task Objective: To ensure clarity and consensus regarding project objectives, consultant and SRTA and Caltrans D2 roles, and administrative functions (i.e., reporting, invoicing, etc.). Also, to identify – and subsequently avoid – potential pitfalls to the planning process.			
1.1	Participate in a project kick-off meeting organized by SRTA.	The consultant shall participate in an internal kick-off meeting with SRTA and Caltrans staff; plan and conduct an external kick-off meeting with regional partners identified by SRTA; and perform introductory interviews with key regional partners (e.g., Redding Rancheria, RABA, local agencies, etc.) and community stakeholders (e.g., large employers, schools, etc.) in order to gain a better understanding of expectations for project management, communications, and potential sensitivities that may affect the planning process. Deliverables: - One multi-day site visit by consultant project manager and essential project support staff. - External kick-off meeting agenda and minutes. - Summary of interviews performed and key takeaways.	SRTA and Caltrans D2 - Plan and conduct an internal kick-off meeting between SRTA staff, Caltrans D2 staff and consultant team. - Provide a contact list of individuals representing primary stakeholders. - Participate in interviews with regional partners and stakeholders. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Attend regional partner kickoff meeting, review interviewee list, and participate in interviews if needed.
1.2	Organize and administer a project kick-off meeting for regional partners.		
1.3	Interview key regional partners and community stakeholders.		
2. Stakeholder and Public Outreach [May 2022 – May 2024]			
Task Objective & Future Application: To engage both traditional and non-traditional stakeholders in the planning process by increasing public awareness, access to information, and opportunity to influence key decisions. Public input obtained through this effort will inform future project development and funding recommendations. The SR 273 Multimodal Corridor Plan Project Advisory Committee (PAC) members will help to ensure that the plan and the recommendations therein are vetted within their respective agencies/organizations and will provide a collective recommendation to the SRTA Board of Directors at the time of adoption.			
2.1	Organize and conduct SR 273 Multimodal Corridor Plan (MCP) project advisory committee (PAC).	The consultant shall develop agendas, provide written and oral project updates, facilitate discussions, and document stakeholder participation and input received. Deliverables: - Three site visits (if feasible) by consultant project manager. - Project advisory committee meeting agendas. - Project updates to project advisory committee meetings and facilitate participation in the process. - Documentation of input received.	SRTA and Caltrans D2 - Develop a list of regional stakeholders. - Organize a SR 273 MCP Project Advisory Committee. City of Redding, City of Anderson, Shasta County, Redding Rancheria

Attachment A: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
			• Provide agency and tribal representation/liaison(s) to the PAC and regularly attend meetings. • Recommend additional potential PAC members.
2.2	Plan and administer an online public outreach campaign for the SR 273 Multimodal Corridor Plan.	The consultant shall develop a project website. This website will be the primary means for distributing information about the planning process. The consultant shall also advise and support SRTA and Caltrans D2 in the development of online tools used to collect public and stakeholder input, including: a community survey; a tool for reviewing and commenting on draft documents; and an interactive ArcGIS map or maps. The consultant should have a skilled graphic designer as part of their team to help develop a project logo, graphics for presentations, social media, outreach events, etc. The consultant shall prepare press releases, social media posts, and email blasts that direct audiences to the website for project-related documents and opportunities to participate in planning and decision-making processes. The materials should avoid jargon and should explain complex concepts and materials in a way that is easy to understand. The Shasta Region is home to a myriad of community-based organizations (CBOs) that represent a wide spectrum of residents. The consultant should partner significantly with multiple local CBOs (minimum of five) in the outreach effort, to help leverage their ability to communicate with their respective audiences. The consultant will use recently established equity tools to develop performance measures for equity and safety issues and develop a toolbox to address future equity and safety issues. The consultant shall develop a community survey and other outreach strategies that effectively engage disadvantaged communities (as identified	SRTA and Caltrans D2 • Work with the consultant in developing and/or approving the materials. • Provide SRTA's disadvantaged communities analysis (see RTP/SCS) and U.S. Department of Transportation's RAISE Areas of Persistent Poverty to help inform outreach. • Support consultant in identifying community stakeholders, information gatekeepers, and other partners needed to ensure successful outreach. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Work with SRTA, Caltrans D2, and Consultant to develop, review, and/or approve materials depending on capacity. • Support the effort by identifying community stakeholders, information gatekeepers, and other partners needed to ensure successful outreach.
2.3	Develop performance measures for both equity and safety issues		
2.4	Perform targeted outreach in disadvantaged communities (DACs) and Areas of Persistent Poverty.		

Attachment A: Scope of Work

Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	in the latest Transit Needs Assessment and Regional Transportation Plan). Potential strategies should include direct outreach at locations along the corridor (e.g., mobile home parks, schools, shopping centers, public health centers, etc.) information booths at regional events (e.g., fairs, farmers' markets, etc.), outreach on public transit routes on the corridor, and other methods not necessarily listed here. These tools will be used to better understand neighborhood-specific mobility barriers within the project area and identify corresponding services, programs, and infrastructure that may be used to overcome these challenges. Consultant should be prepared to monitor efficacy of outreach efforts, prepare periodic updates on efficacy of the outreach, and adjust efforts accordingly to ensure the best possible outreach. Consultant will work with Caltrans D2 Public Information Office to ensure a consistent and unified message. Deliverables: • Project website content. • Documentation of outreach efforts and materials. • Public notifications and documentation of their distribution. • Quantification/measurement of efficacy (e.g., number of exposures, etc.) • Toolbox to assess and address equity and safety issues through performance measures	
2.5	Plan and administer a minimum series of four (4) public open houses. The consultant shall take the lead role in planning and conducting a minimum of four (4) public open houses held in Redding and Anderson. The initial series of two (2) open houses will be scheduled at or near the beginning of the planning process. The goal of the initial two workshops will be to help identify issues, challenges, and locations that should be addressed; to identify ways people currently use the corridor; to identify ways people would like to use corridor; and to help identify any functional segments (i.e., "corridors within the corridor") that may exist. In addition, the consultant will help identify the gaps in the system (both existing and	SRTA and Caltrans D2 • Review and comment on draft materials and provide staff support. • Reserve locations/facilities for events. • Participation and general support needed to prepare and administer the open houses.

Attachment A: Scope of Work

Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	historical barriers) that can be addressed to make the corridor and transportation system more equitable for all. A participatory budget planning tool should be part of the open houses to help community members prioritize improvements and illustrate various cost/benefit tradeoffs to the public. This may only be appropriate for the second series of workshops Towards the end of the planning process (during Task 7), another series of at least two (2) open houses will be held for the purpose of sharing findings from earlier outreach activities; presenting draft recommendations; and facilitating community consensus. The consultant shall prepare invitations and produce all handouts and visual aids for the open houses. All advertising, sign-in attendance sheets, and public input received shall be documented and attached to the final report. Note: Due to the uncertainties caused by the COVID pandemic, the consultant should allow for the potential for these workshops to be online only. Additional virtual outreach might need to be considered as well. Deliverables: • Meeting-related collateral. • Appendix to Final Report: Documentation of public outreach activities and input. • One multi-day site visit by consultant project manager and project support staff to conduct and document the 4 (four) or more regional public open houses.	City of Redding, City of Anderson, Shasta County, Redding Rancheria • Help promote this event to their respective staff, elected officials, and constituents. • Send representation to attend the event.
2.6	Plan and administer a public visioning event. To take full advantage of this unique planning opportunity, a public visioning event will be held after the initial round of open houses. The purpose of this event is to facilitate unconstrained brainstorming among the public and partner agencies about the future of the SR 273 Corridor and how the existing transportation and equity challenges identified in the open houses and other outreach may be addressed. The consultant will provide one or more keynote speakers to speak at a public visioning event. The speaker(s) should be a recognized authority on planning with excellent public speaking	SRTA and Caltrans D2 • Work with the consultant to plan and administer a public visioning event. • Review and comment on draft materials and provide staff support. • Reserve location/facility for public kick-off event.

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	skills. The ideal speaker would be able to explain complex concepts in simple, memorable ways to diverse stakeholders and get them excited about potential solutions. The speaker(s) should share current best practices to address the deficiencies previously identified during outreach (including the first series of open houses) and help expand the realm of what is considered possible in our communities. The speaker(s) will also meet in a closed event with elected officials and/or jurisdictional staff in advance to help achieve partner buy-in. Deliverables: • Meeting-related collateral. • Appendix to Final Report: Documentation of visioning event and input. • One multi-day site visit by speaker(s), consultant project manager, and support staff to conduct and document the kickoff event.	• Participation and general support needed to prepare and administer the kick-off event. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Help promote this event to their respective staff, elected officials, and constituents. • Send representation to attend the event.
2.7	Develop corridor goals, objectives, and performance measures. After gathering information on existing conditions (Task 2), the initial round of open houses (Task 2.4), and the visioning event (Task 2.5), the consultant will assist SRTA and partner agencies in developing a mutually agreed-upon document defining corridor goals, objectives, and performance measures to help inform subsequent tasks. This document should incorporate public input solicited in the previous sub-tasks and be in alignment with the state corridor plan process, state goals, regional goals, and local goals. Deliverables: • Corridor goal and objective document (see pages 21–22 of Caltrans Corridor Planning Process Guide)	SRTA and Caltrans D2 • Work with the City of Redding, the City of Anderson, and Shasta County to develop a set of mutually agreed-upon corridor goals, objectives, and performance measures to help inform and guide the rest of the planning effort. The goals should reflect public input solicited in the previous subtasks and shall be in alignment with state, regional, and local goals. City of Redding, City of Anderson, Shasta County • Help define a set of mutually agreed-upon corridor goals, objectives, and performance measures in alignment with state, regional, and local goals.

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
2.8	Develop a safety campaign for the public, with a special outreach to the trucking industry	The consultant will create and implement a road safety campaign to educate and inform the public, with particular emphasis on outreach to the trucking and freight industry. Deliverables: Campaign materials.	SRTA and Caltrans D2 - Review, advise, and approve. City of Redding, City of Anderson, Shasta County - Review and advise.
3.	Gather Information on Existing Conditions [May 2022 – December 2022]		
	Task Objective & Future Application: Corridor information is collected and gathered to inform an understanding of the corridor context, as well as current and possible future conditions, with the understanding that future conditions may vary depending on the planning choices made between now and that time. This task may occur simultaneously with Task 2 and should inform how outreach is performed.		
3.1	Collect information on corridor context	The consultant will collect information and produce a document describing the corridor's context, including (but not necessarily limited to): - Current context (population, employment, travel demand) - Future context (population, employment, travel demand) - Location, purpose, and users - Network and corridor designations - Issues of regional significance - The most current planning efforts and studies (local, regional, state, etc.) - Operational conditions in the corridor (bottlenecks, travel times, demand and delay trends, etc.) - Travel patterns (O-D, time-of-day, day of the week, different modes and mode choice in the corridor, trip purposes, socioeconomic characteristics, industry concentrations, employment, etc.) - Community characteristics - Land use and place types (current and future) - System characteristics (freeway/highway, arterial, transit stops and routes, freight, complete streets) - Environmental scan - Climate change vulnerabilities The consultant will shoot drone and ground-level footage of key areas of the corridor to help illustrate the challenges faced by various corridor users. The ground-level footage should include footage that shows the corridor	SRTA and Caltrans D2 - Provide any relevant and available materials. - Provide regional traffic data and forecast information. - Review suggestions and provide feedback. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Provide any relevant and available materials. - Review suggestions and provide feedback.
3.2	Literature review		
3.3	Identify and gather any additional data needs		
3.4	Site visit/in-field corridor assessment		SRTA and Caltrans D2 Staff will accompany consultant staff to various locations along the corridor to help provide context to existing corridor conditions and/or point out known areas of key challenges.

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		experience of people who walk, bike, roll, and/or take transit and should be taken using a lens with a focal length of no less than 50mm to properly mimic human sight. This footage may be used on the project website, at outreach workshops, in social media, and future grant applications. The consultant may suggest additional topics to consider as part of the corridor context that may be helpful in the planning process. Deliverables: - At least one site visit (project manager and additional staff as needed/appropriate). These should be conducted while at the region for other events (e.g., kickoff meeting(s), outreach events(s)), if possible, to minimize unnecessary travel/lodging costs. - Edited clips of video illustrating current challenges suitable for use in future grant applications, social media, 273 MCP outreach, etc. - Archive of raw footage used to create the edited clips. - Technical memo summarizing findings, outlining corridor description, basic system characteristics of the corridor and its unique elements within a larger national, State, and regional context. - Construct an ArcGIS online tool with a geo database and shapefiles.	City of Redding, City of Anderson, Shasta County, Redding Rancheria Representatives of jurisdictions in and/or adjacent to sites should attend if possible.
4.	Conduct Baseline Performance Assessment [June 2022 – December 2022]		
	Task Objective & Future Application: Identify and quantify performance issues, which will help inform Task 5. Does the corridor operate as a cohesive whole, or does it operate as a series of smaller, largely self-contained corridors? If the latter, what are they, how do they function, and who do they serve? Should these “mini-corridors” be considered individually, with their own unique challenges and goals?		
4.1	Perform corridor performance assessment	These assessments should go beyond describing a single “normal” operational condition derived from the average of different attributes. If adequate data is available or may be acquired, the consultant should describe and identify operational conditions within the corridor in the following situations: - Extreme weather - Special events - Major incidents	SRTA and Caltrans D2 - SRTA can provide relevant traffic counts from Regional Traffic Count project. - Review and advise. City of Redding, City of Anderson, Shasta County
4.2	Perform freeway, highway, and arterial network performance assessment		
4.3	Perform transit and rail network performance assessment		
4.4	Perform freight assessment		

Attachment A: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
4.5	Perform complete streets / active transportation assessment	The criteria used to perform assessments may vary depending on the goals, objectives, and measures agreed-upon in Task 2.6 and will be agreed upon by the corridor team. However, typical criteria may include (but not necessarily be limited to): bottleneck location, delay, speed, productivity, peak hour excessive delay, travel time reliability, safety, pavement condition, transit ridership, transit service on-time percentage, transit service hours and frequency, number/type of transit-supportive infrastructure in corridor, freight productivity, truck VMT, truck travel time reliability, container transfers, type/number of complete street features within corridor, gap analysis, active transportation travel demand, active transportation level of traffic stress, active transportation safety, first/last mile access to transit, and multimodal network connectivity. Deliverables: - Technical memo summarizing findings, including baseline performance levels. - A map and supporting documents to help identify DACs and areas of persistent poverty.	- Local agencies may provide corridor traffic data, including frontage streets or recent traffic studies. - Review and advise.
4.6	Perform disadvantaged / unserved communities and areas of persistent poverty assessment		
4.7	Forecast future performance	Using the region's adopted ShastaSIM Regional Travel Demand Model, the consultant will identify the scale and scope of performance issues in the future if no action is taken or if only already approved investments move forward. Deliverables: Technical memo summarizing findings.	SRTA and Caltrans D2 - Provide ShastaSIM Regional Travel Demand Model access and data. - Review and advise. City of Redding, City of Anderson, Shasta County - Local agencies may provide corridor traffic data, including frontage streets or recent traffic studies. - Review and advise.
4.8	Develop system profiles	The consultant will develop system profiles to help visualize the results of the performance assessments. The purpose of these profiles is to characterize corridor performance and help identify issues to address. At a	SRTA and Caltrans D2 Review and advise.

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
		minimum, the consultant will develop system profiles for mobility, reliability, safety, and sustainability. For example, a system profile for sustainability might include pollutant and GHG emission estimates, VMT per capita in areas served by the corridor, and measures of multimodal accessibility and connectivity for households and employers. Profiles should also be created for any functional segments (i.e., “corridors within the corridor”) identified in previous tasks. Additional profiles may be suggested by the consultant or partner agencies. Deliverables: • Technical memo summarizing findings.	City of Redding, City of Anderson, Shasta County • Review and advise.
5.	Identify Potential Projects and Strategies [January 2023 – October 2023]		
	Task Objective & Future Application: Identify potential projects and strategies for analysis and evaluation (Task 6).		
5.1	Identify freeway / highway / arterial projects and strategies	Based on deliverables from Tasks 2-4, the consultant will identify potential projects and strategies to address the identified deficiencies and needs. Projects and strategies identified for evaluation will clearly identify the corridor objectives they are meant to address. Consideration should be made of projects already planned and listed in the RTP, including whether those projects should be modified. Once a set of projects and strategies are identified for evaluation, consultant will help SRTA, Caltrans D2, and partner agencies consider how they may be integrated or otherwise work together to achieve maximum benefit. (This is meant to help the planning team to consider a holistic or “system” solutions rather than standalone approaches.) Deliverables: • Technical memo listing identified projects. Information provided for each identified project should include: project name, location, type, short description/scope, short statement of purpose/need, and estimated total cost (capital + support). • Provide a toolbox of possible solutions for each unique segment.	SRTA and Caltrans D2 • Review and comment on findings. • Suggest additional projects and/or strategies for consideration, if needed. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Review and comment on findings. • Suggest additional projects and/or strategies for consideration, if needed.
5.2	Identify transit projects and strategies		
5.3	Identify complete streets projects and strategies		
5.4	Identify freight projects and strategies.		
5.5	Identify climate change adaptation and resiliency projects and strategies.		
5.6	Define improvement projects		
5.7	Consider corridor integration options		

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
6.	Analyze Improvement Strategies [January 2023 – October 2023]		
	Task Objective & Future Application: Evaluation of a broad set of solutions for the corridor that can address the identified issues and opportunities.		
6.1	Group strategies into scenarios and evaluate.	The consultant will group possible improvement projects and strategies into scenarios to be evaluated. The consultant will then analyze the scenarios to evaluate the impact of potential investments on corridor performance. Assumptions made in earlier steps may be reassessed and modified if necessary. Deliverables: - Qualitative analysis of performance impact in matrix format. - Evaluation results in a matrix format that outlines evaluation results of projects and strategies tested, grouped by scenario or project type.	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings.
6.2	Perform feasibility study of reverting Downtown Redding one-way streets to two-way streets.	The Downtown Redding Transportation Plan (December 2016) identified the restoration of two-way streets as “warrant[ing] additional study” but beyond the scope of the plan “due to budgetary constraints.” The consultant will conduct a study on the feasibility of a full and/or partial reversion of existing one-way highway couplets to two-way streets to improve safety, business conditions, mobility, and connectivity. Deliverables: Feasibility study	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings. City of Redding - Review and comment on findings. Shasta County - As Shasta County has several facilities in and around Downtown Redding, they will be invited to participate in this effort and/or review the findings.
6.3	Perform feasibility study of a roundabout installation at the intersections of Market Street, Pine Street, and Cypress Avenue.	The Downtown Redding Transportation Plan (December 2016) identified a potential roundabout at the Cypress/Pine/Market Street intersection as “warrant[ing] additional study” but beyond the scope of the plan “due to budgetary constraints.” The consultant will conduct a study to determine the feasibility of improving safety, connectivity, and mobility for all modes of movement by installing a roundabout at this key intersection at the southern gateway to Downtown Redding.	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings. City of Redding - Review and comment on findings.

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	Deliverables: Feasibility study, including 30% designs if a roundabout is determined to be feasible.	
6.4	Examine and evaluate gateway approaches to 273 in Downtown Redding The design functionality of the SR 273 corridor through the Downtown Redding area cannot be properly planned without considering the six primary gateways into downtown, namely: - SR 299/Eureka Way - North Market Street/SR 273 - South Market Street/SR 273 - Cypress Avenue - Placer Street - SR 44 Viewed and planned for collectively, this network should meet future travel demand in and out of the downtown area while also supporting/facilitating local, regional, and state goals, particularly the ongoing development of a vibrant, walkable downtown. In addition to the mainline SR 273 corridor, therefore, the plan shall evaluate existing and future land use, multimodal infrastructure, and travel demand on SR 299/Eureka Way to Buena Ventura Boulevard, Cypress Avenue to the Interstate 5 interchange, and SR 44 to the Interstate 5 interchange. A special emphasis shall be on SR 44 and the Sundial Bridge Drive / Butte Street / Park Marina Drive interchange, as it relates to recent private sector interest in the development/redevelopment of the Park Marina and Turtle Bay areas. All possibilities should be considered and evaluated, up to and including a “Highways to Boulevards” treatment. Deliverables: - Technical memo documenting findings, including 30% designs of any potential alternate configuration(s) if determined to be feasible. - Document summarizing findings in a clear, jargon-free manner suitable for public release.	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings. City of Redding - Review and comment on findings. Shasta County - As Shasta County has several facilities in and around Downtown Redding, they will be invited to participate in this effort and/or review the findings.

Attachment A: Scope of Work

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6.5	Perform between two to four additional feasibility studies, to be identified during the planning process.	SRTA hopes and expects several other additional transformational ideas and/or areas of special interest along the SR 273 corridor may emerge during the planning process. (See tasks 6.2 through 6.4 for a general sense of the type of concepts this may include.) The consultant should expect to perform between two and four additional feasibility studies as part of the planning effort. Deliverables: 2–4 additional feasibility studies	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings. City of Anderson, City of Redding, Shasta County - Review and comment on findings, as appropriate.
7.	Select and Prioritize Solutions [October 2023 – December 2023] Task Objective & Future Application: A recommended set of solutions for the corridor that can address the identified issues and opportunities and that align with the region’s regional transportation plan (RTP) and sustainable communities strategy (SCS). Adopted findings and recommendations from the SR 273 Multimodal Corridor Plan will inform development of the 2022 (and subsequent) RTP/SCS to help the region meet its more aggressive 2035 greenhouse gas emission reduction target. SRTA anticipates developing new policies, programs, and investment strategies to systematically implement the RTP/SCS. Forecast and modeled data will be used to set performance targets and track progress toward desired outcomes. The ultimate outcome is a more sustainable, adaptive, and resilient package of potential projects.		
7.1	Select and prioritize corridor solutions.	The consultant will help SRTA and its partner agencies to select and prioritize projects and strategies that can address the identified issues and opportunities in the project area. Deliverables: - Project list, prioritized and assigned short-, medium-, or long-term horizons based on need and potential grant funding. - A “toolbox” of conceptual (30%) drawings and designs based on stakeholder input that can be used to help address identified deficiencies. If funds do not allow drawings and designs for all proposed solutions at this time, they may be prioritized in consultation with SRTA and partner agencies based on timeframe, likelihood of funding, or other factors. - Summary of next steps towards implementation, including identification of possible fund sources. - Packaged sets of multimodal projects that are strategically designed to reinforce one another and achieve progress across multiple corridor performance goals.	SRTA and Caltrans D2 - Help select and prioritize solutions, based on the corridor goals and objectives developed in Task 2.7. - Present to SRTA Board of Directors for comment and direction. City of Redding, City of Anderson, Shasta County - Help select and prioritize solutions, based on the corridor goals and objectives developed in Task 2.7.

Attachment A: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
		Preliminary designs of high-priority projects needed to compete for state and federal capital grant funds.	
8.	Develop Draft Reports [December 2023 – April 2024]		
	Task Objective & Future Application: The draft plan will synthesize the information collected and developed in Tasks 2–7 into a shared regional vision for the future of the SR 273 corridor and clearly outline SRTA and partner roles in achieving that vision. The vision need not be a uniform design corridor-wide, but should consider the presence, if any, of “corridors within the corridor” and the surrounding contexts. The draft plan will be shared with partner agencies and the public for review and comment, which will be incorporated into the final plan.		
8.1	Prepare working draft for staff review.	The consultant shall utilize previously completed technical memos and findings as the basis for developing a cohesive and comprehensive working draft report. The body of the report shall be concise and written for non-technical audiences. All versions of the report (i.e., working, public review, and final drafts) should include an executive summary. Exhibits, tables, and other infographics shall be used wherever appropriate to convey technical concepts in a more approachable manner. The plan should include an implementation schedule (if possible) as well as the identification of responsibilities. The plan will outline how the corridor will be expected to operate, including recommended technical, organizational, and institutional arrangements necessary to achieve expected benefits. Technical documentation of the planning process, public input, data, performance measure methodology, and other such elements shall be attached as appendices to the report. Deliverables: Working draft report	SRTA and Caltrans D2 - Review and comment on the working draft report. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Review and comment on the working draft report.
8.2	Prepare public review draft for SRTA staff review.	The consultant shall integrate staff input and direction received in response to the working draft report into a public review report. The consultant shall widely advertise the availability of the public review draft report and be available (in person or via video or teleconference) to participate in meetings with the PAC, the SRTA TAC, Shasta County Board of Supervisors, the city councils of Anderson and Redding, Redding Rancheria, and the SRTA board of directors. Deliverables: Public draft report	SRTA and Caltrans D2 - Review and comment. - Present to SRTA Board of Directors. - Present to local jurisdictions. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Review and comment.

Attachment A: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
		Presentation materials	Present to appropriate governing bodies.
9.	Develop Final Report [April 2024 – June 2024]		
	Task Objective & Future Application: The final plan will provide a shared regional vision for the future of the SR 273 corridor and clearly outline SRTA and partner roles. The plan will be referenced when developing and recommending specific projects, policies, programs, and other activities to the SRTA Board of Directors and partner agencies.		
9.1	Prepare final draft for SRTA staff review.	The consultant shall integrate partner and public feedback in response to the public review draft report into a final draft to be presented to the SRTA board of directors for adoption. Deliverables: - Fifteen (15) bound hardcopies of the final report, in color. - Final report in PDF/A format and editable electronic format (e.g., Adobe InDesign, Microsoft Word, etc.) - Outreach materials explaining the final adopted plan, including a press release, social media content explaining elements of the plan, and material to be incorporated into the primary SRTA website once the project website goes offline.	SRTA and Caltrans D2 Review, approve, and send to the SRTA Board of Directors for review and approval.
10.	Board Review and Approval [June 2024]		
	Task Objective & Future Application: Achieve formal buy-in from the SRTA board and other governing bodies as appropriate so that the SR 273 Multimodal Corridor Plan may be implemented.		
10.1	Present final draft to governing bodies of partner agencies.	The consultant shall verbally and visually summarize the SR 273 Multimodal Corridor Plan process, findings, and recommendations at meetings of the governing bodies of partner agencies—i.e., Redding City Council, Anderson City Council, and Shasta County Board of Supervisors. Consultant will provide information and materials as needed for the agencies’ respective staff reports. Deliverables: Presentation materials	SRTA and Caltrans D2 - Attend meetings if requested, provide information and materials if needed. City of Redding - Prepare staff report, review, and accept plan. City of Anderson - Prepare staff report, review, and accept plan.

Attachment A: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
			Shasta County • Prepare staff report, review, and accept plan.
10.2	Present final draft to SRTA board of directors for approval at a regularly scheduled meeting.	The consultant shall verbally and visually summarize the SR 273 Multimodal Corridor Plan process, findings, and recommendations at a SRTA Board of Directors meeting. Deliverables: • Site visit by project manager to present findings to the SRTA Board of Directors • Presentation materials	SRTA • Board of Directors will review and approve. Caltrans D2 • Will review and adopt.