

Request for Proposals
for the
Downtown Pittsburgh Mobility Plan

Issued by:



May 31, 2019

Introduction

The Pittsburgh Downtown Partnership (PDP) requests proposals from qualified firms or teams of firms with the appropriate expertise to serve as a consultant and develop a multimodal mobility plan (the Plan) for Downtown Pittsburgh, Pennsylvania. The PDP strives to advance an accessible, welcoming, and safe multimodal transportation system that is informed by a shared vision while balancing needs and optimizing space in the geographically limited Central Business District (CBD, also referred to as the Golden Triangle).

Over the last ten years over \$5.2 billion dollars has been invested in the Greater Downtown community with an additional \$3.5 billion in the pipeline. As a result, a number of real estate development and transportation projects have been completed, introduced, or are in development in Greater Downtown. Similarly, new private and public investment in the Golden Triangle as well as surrounding neighborhoods of the Lower Hill District, North Shore, Strip District, Uptown, and South Shore, is already beginning to impact how people get around and experience Downtown.

Recognizing the emergence of new mobility technologies and building upon previous Downtown studies, planned roadway improvements, and projected land use changes, the Plan will develop a comprehensive strategy for the safe and efficient movement of people, transit, bicycles, vehicles, freight, and other means of transport across Greater Downtown. The goal of the Plan is to account for these changes and build a strategy to transform the Downtown mobility network into a 21st century system prioritizing the movement of people and optimization of the public right-of-way.

About the PDP

Downtown Pittsburgh is the hub of the region's economic activity and transportation system. As Pennsylvania's second largest employment center, with over 110,000 daily commuters, and a growing residential population, Downtown Pittsburgh relies on a compact street network that continues to be challenged to accommodate the modern needs of the urban core.

For over 25 years, the PDP has advanced initiatives that foster economic vitality and improve Downtown life by making it a more engaging, manageable, and welcoming destination for all. One of the PDP's strategic areas of focus is to ensure our streets and sidewalks are safe, efficient, and accessible and the PDP works to achieve these goals through a combination of approaches, including:

- **Strategy and Planning:** Act as a driving force behind planning, design, and capital projects
- **Complete Streets:** Advocate for complete streets which prioritize pedestrians, transit riders, and cyclists and encourage a reduction of single occupancy vehicles
- **Public Realm Enhancements:** Deploy placemaking interventions that ensure Downtown is welcoming, interesting, and accessible

To that end, the PDP is leading an effort to develop a comprehensive multimodal mobility plan for Downtown Pittsburgh, in collaboration with the City of Pittsburgh's Department of Mobility and Infrastructure (DOMI), Port Authority of Allegheny County (PAAC), and Southwestern Pennsylvania Commission (SPC). This Plan can be transformational and lead us to enhance our dense, urban core for future economic growth and help to foster stronger coordination and communication between major Downtown stakeholders – including the PDP, DOMI, PAAC, major employers, businesses, and the general public.

Consultant Selection Schedule:

RFP Release Date	Friday May 31, 2019
Deadline for Questions	Wednesday June 12, 2019
Responses to Questions Posted	Monday June 17, 2019
Proposals Due	Friday June 28, 2019
Interviews (if required)	Week of July 15, 2019 (anticipated)
Consultant Selection	Week of July 15, 2019 (anticipated)
Contract Negotiation and Finalization	By end of July
Notice to Proceed	August

Submittal Requirements

Any questions regarding this Request for Proposals (RFP) should be submitted via email to mobility@downtownpittsburgh.com on or before Wednesday June 12, 2019 at 5:00 PM (EDT) using the subject line “Downtown Pittsburgh Mobility Plan Questions.” Answers to questions will be made available to all respondents via email and the PDP website at downtownpittsburgh.com/mobilityRFP on Monday June 17, 2019.

Proposals must be submitted by no later than 5:00 PM (EDT) on Friday June 28, 2019 to mobility@downtownpittsburgh.com with the subject “Downtown Pittsburgh Mobility Plan Proposal.” Submittals received after this time and date will not be considered. The proposal should be divided into sections as described below.

- 1) **Cover Letter:** Summarize the Consultants’ interest in the project as well as identify the name and contact information of the designated Project Manager.
- 2) **Company Profile(s)/Description:** Provide a description of the team in as much detail as necessary to demonstrate the team’s ability to carry out the scope of services as requested in this RFP. Include a company profile and description for the prime and any sub-consultants that may be used for this effort.
- 3) **Project Personnel:** Provide an organizational chart of proposed team members and brief resumes for key members of the project team.
- 4) **Project Approach:** Provide a concise summary of the firm or team’s approach to the project. If your proposal includes any variation to the proposed scope of work (reduced or additional services), please identify and provide justification for any modifications.
- 5) **Past Performance:** For each consultant, provide a maximum of three (3) examples of similar or related projects successfully completed within the last five years. Include a contact name, email address and telephone number for each project described.
- 6) **Project Schedule:** Provide a proposed timeline for completing the deliverables once a Notice to Proceed (NTP) has been given. It is expected that the project duration would be approximately one year or less. For proposal purposes, assume NTP is Monday August 5, 2019.
- 7) **Cost Proposal:** Submittals must include a total cost for each of the tasks outlined in this RFP. Using the template provided in Appendix C, proposals must also include the following:
 - a. The hourly billing rate for each team member anticipated to work on this project
 - b. The number of hours proposed for each staff member per task and subtask
 - c. The work distribution to be completed by the prime consultant and any sub-consultant(s)
 - d. Total cost for anticipated reimbursable expenses, including travel and materials
 - e. Allocate time for revisions of draft and final versions of all deliverables

Submissions should be concise and section (4) Project Approach should be limited to no more than 12 pages.

Acceptance of Qualifications

The PDP reserves and holds without any liability on the following rights and options:

- To select a consultant to perform the scope of work described in this request
- To reject any and/or all submittals or portions of submittals
- To accept submittals in any order or combination
- To reject a sub-consultant(s)
- To re-advertise if deemed necessary
- To interview candidates prior to selection
- To issue subsequent RFPs
- To not negotiate or contract for the services
- To approve, disapprove, modify or cancel all work to be undertaken

Selection Procedures

The selection process is based on the qualifications of the consultant or consultant team to complete all tasks identified in the scope of work on time and within budget. The information gained from the submittal is intended to directly inform the consultant selection decision, however over the phone or in-person interviews may be required, as needed.

The following criteria will be used to evaluate submittals and is not listed in any prioritized order:

- Abilities and capacity of professional personnel and sub-consultants
- Demonstrated understanding and insight related to project scope
- Related experience and past performance in similar projects, specifically with districts/cities of similar size and density to Pittsburgh
- A broad and progressive perspective on the role of urban streets
- Experience and past performance in public involvement and stakeholder input in downtown environments
- Commitment to complete work on a timely basis and within budget
- Responsiveness to the RFP and submittal presentation
- Priority consideration will be given to submissions that have staff in close proximity to Downtown Pittsburgh and/or a proven track record of local work
- Priority consideration will be given to Minority and Women-Owned Businesses (MWBE) within the City of Pittsburgh

Contract Negotiations

The PDP will negotiate the terms of the contract with the consultant or team of consultants submitting the top-ranked response(s) or another ranked choice should negotiations fail with the top-ranked firm. The PDP will not reimburse any costs incurred prior to a formal notice to proceed should a contract award result from this solicitation. Proposal submittal costs in conjunction with this RFP shall be borne by the submitting firm.

Project Context

Background

In 1997, Mayor Tom Murphy unveiled *The Pittsburgh Downtown Plan: A blueprint for the 21st century*, a 10-year development strategy for Downtown Pittsburgh. The transportation component of this plan provided a framework for shaping the proper mix of modes that would best meet the diverse access, parking and mobility needs presented by the proposed development strategy in the plan. Many of the transportation projects identified in that plan have been completed, including the North Shore Connector and the First Avenue Light Rail Station. However the plan also recommended numerous studies and policies that have not yet been created or adopted, contributing to an incomplete and disorganized Downtown transportation network not meeting its full potential.

In 2015 Mayor Bill Peduto and the PDP established Envision Downtown, an initiative to pilot short-term interventions designed to inform a 21st century vision for the sustainable and efficient development of a Downtown for all. Envision Downtown was charged to develop a *Downtown Pittsburgh Public Realm Action Plan (PRAP)* to baseline conditions and identify strategies to enhance public life and mobility in Downtown Pittsburgh. In 2018 the PDP commissioned an independent review of Envision Downtown to detail specific lessons learned and next steps related to setting priorities, planning projects, and coordinating stakeholders. As a result of this process, it was recommended that a comprehensive plan be developed to guide Downtown Pittsburgh's future mobility network.

Plan Resources

There are a number of plans which have been previously developed and adopted that impact Downtown Pittsburgh. However, a Downtown specific mobility plan has not yet been developed nor adopted. A city-wide transportation vision planning process is currently underway and will proceed concurrent with this effort and an iterative integration approach is anticipated. A list of resources can be found in Appendix B and downtownpittsburgh.com/mobilityRFP

Partner Coordination

Once complete, the Plan is intended to serve as a foundational document to inform transportation and land-use planning and funding in Downtown Pittsburgh for the next decade and beyond. During the development of the Plan, the “Management Team” will consist of the PDP, DOMI, PAAC, and SPC and will work in close coordination with the consultant.

Plan Funding

The funding for the Plan development has been secured through private foundations by the PDP. Any contract awarded for this plan is contingent upon the PDP continuing to receive adequate funding.

Plan Objectives

This Plan is intended to serve as a seminal document that will guide transportation and development investments, projects, programs, and policies in Downtown Pittsburgh. We envision this Plan serving as a catalyst for enhancing the existing multimodal transportation network that is optimized for new development opportunities while still retaining the historical and natural assets of Greater Downtown. In service to this, the Plan has the following primary objectives:

- Accelerate progress towards a Downtown that relies less on single occupancy vehicles (SOV) trips while still providing a welcoming experience for all
- Define which modes should have priority on each street with the goal of optimizing the streets, sidewalks, and parking resources during peak AM, PM, and special event travel times
- Strengthen coordination, communication, and trust between core stakeholders
- Identify a shared set of Guiding Principles to use for future projects and policies

- Establish a systems-based Downtown mobility planning approach to evaluate the impact and identify trade-offs of projects

The Plan will determine how to best support priorities of the City of Pittsburgh and of DOMI, the agency responsible for overseeing the transportation of people and goods throughout the city and for managing the operation of and access to the public right-of-way (the sidewalks, curbs, streets, and bridges which make up the network). DOMI has recently begun the process to develop a Transportation Vision Plan, with a planning horizon of 2070, that intends to establish a framework of how and where to connect the diverse neighborhoods and regional centers of the City of Pittsburgh over the next 50 years. To guide their work, DOMI has developed the following departmental goals:

- No one dies or is seriously injured traveling on city streets
- Every household in Pittsburgh can access fresh fruits and vegetables within 20 minutes travel of home, without the requirement of a private vehicle
- All trips less than one mile are easily and enjoyably achieved by non-vehicle travel
- Streets and intersections can be intuitively navigated by an adolescent
- The combined cost of transportation, housing and energy does not exceed 45% of household income for any income group

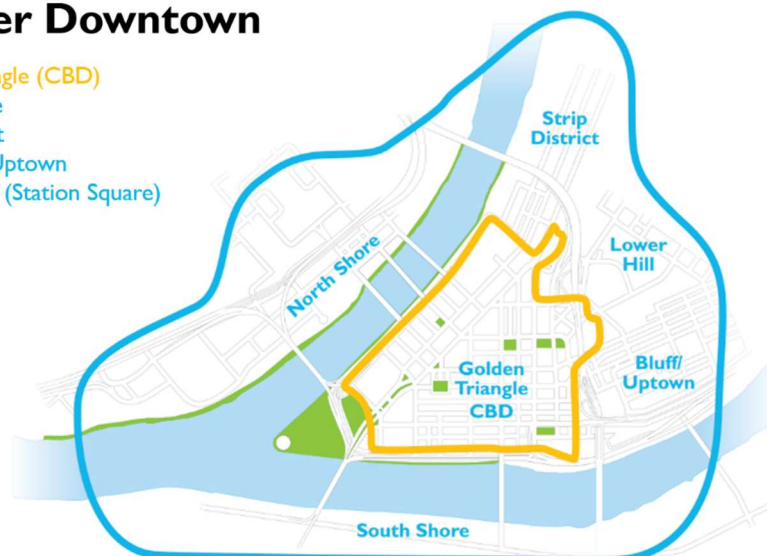
Additionally, in 2018 City Council approved the third edition of the City of Pittsburgh Climate Action Plan (CAP) which sets the citywide goal of reducing greenhouse gas emissions 20% by 2023, 50% by 2030, 80% by 2050 from levels measured in the baseline year of 2003. Specific transportation metrics defined include reducing vehicle miles traveled and drive alone commute trips by 50% while increasing pedestrian and bicycle commute trips by 50%, and also increasing transit commute trips by 100%.

Study Area

The Golden Triangle CBD is the primary study area for the Plan. The CBD is bounded by the Allegheny River to the north, the Monongahela River to the south, Point State Park to the west, and 11th street to the east. The Plan will also consider adjacent neighborhoods and regional travel patterns to explore how changes in Greater Downtown and beyond will impact the CBD. The boundaries of Greater Downtown extend outside the CBD into the North Shore to the north, the South Shore to the south, and the Strip District, the Lower Hill District (Crawford-Robers), and Bluff/Uptown to the east. A detailed map of the CBD and the adjacent neighborhoods that make up Greater Downtown is available in Appendix A.

Greater Downtown

Golden Triangle (CBD)
North Shore
Strip District
Lower Hill/Uptown
South Shore (Station Square)



Scope of Work

The following scope of work details the distinct components and deliverables associated with phase one of the Plan:

- Existing Conditions Summary
- Guiding Principles and Objectives
- Scenario Planning and Goal Setting
- Mobility Network Plan

The deliverables included in this scope of work will inform future priorities and deliverables for subsequent phases of the Plan, which is expected to begin in summer 2020 and include, but is not limited to:

- Bus Routing Plan
- Transportation Demand Management (TDM) Plan
- Curbside and Parking Management Policies
- Special Events and Construction Protocols
- Capital Project List and Funding Strategies
- Streetscape Design Guidelines

Task 1 – Project Management

The consultant will need to work in a collaborative manner with multiple city agencies and a range of stakeholders – including property owners, businesses, advocates, and residents, the Pittsburgh Downtown Partnership, a core Management Team, and relevant PDP committees. Project management will occur throughout the duration of the project. This task has been designed to ensure a coordinated and efficient planning process, resulting in timely and thorough deliverables that accurately address the scope of work.

Task 1 Deliverables: (1) Project schedule and timeline tracking; (2) Coordination of Downtown planning efforts with concurrent or parallel activities; (3) Scheduled check-ins with the PDP and monthly meetings with the Management Team with associated meeting notes (4) Monthly status reports of progress and expenditures (accompanied by invoices)

Task 2 – Existing Conditions Summary

The purpose of this task is to develop a framework for data management, identify and organize available data, and specify any gaps that will need to be addressed. The consultant will work closely with the PDP for this task, as available data, best practice, and policy sources have been compiled and limited original data collection is anticipated to be required. Subtasks associated with this task include:

Subtask 2.1 – Data Collection and Asset Inventory: The consultant will identify the priority data needed to assess the state of mobility within the study area and will work with the PDP, DOMI, PAAC, SPC, Pennsylvania Department of Transportation (PennDOT), and other relevant organizations to aggregate the information and identify any gaps needed for future data collection. A list of available data and sources will be made available to the consultant following the NTP. The expectation is that little or no additional data collection will be needed, but for any additional data collected deemed necessary, a separate work order will be developed.

Subtask 2.2 – Plan and Policy Review: The purpose of this subtask is to review previously developed planning documents and guidelines related to Greater Downtown and identify recommendations for goals, projects, and policies that should be considered as a part of this

Plan. This review should also highlight existing policies that are and are not consistent with this Plan's objectives.

Subtask 2.3 – Downtown Mobility Plan Best Practice Summary: The consultant will identify, in consultation with the PDP, a list of three to five peer cities who have conducted similar plans and will develop a summary of key takeaways and outcomes. Particular attention should be given to community engagement strategies, goals, and benchmarks.

Subtask 2.4 – Value Capture Best Practices: This subtask will identify proven techniques taken by public sector agencies to share in a portion of increased land value as a result of building, maintaining, or reinvesting in a high-quality transportation system. The consultant will provide an overview of value capture case studies of successful models that have optimized the benefits and made the case for both the public and private sectors in other cities across the United States. The goal is to identify a “business case” for investment in Downtown and how it could ultimately pay dividends to the neighborhoods.

Task 2 Deliverables: A memo or series of memos (or online database or spreadsheet, if more appropriate) identifying necessary (1) data and sources, (2) best practices scan summary, and (3) plan and policy overview (4) value capture case studies

Task 3 – Stakeholder Communications & Guiding Principles

This task will engage a robust collective of Downtown stakeholders in order to establish Guiding Principles used to inform and prioritize future Downtown mobility planning decisions. For the Plan to ultimately be successful, it is imperative for these Principles to be informed by the many diverse stakeholders who live, work, and/or visit Downtown. The consultant will develop creative strategies to inform constituents and capture input, particularly from traditionally underrepresented populations.

To support this task, the PDP will coordinate three stakeholder groups that will be utilized for the Plan's development, in addition to engaging the general public:

- **Mobility Advisory Committee (MAC):** Comprised of PDP Board members and member organizations who are primary stakeholders of Downtown, including property owners, employers, business and public sector leaders, and residents.
- **Interagency Task Force (ITF):** Representatives from various public sector agencies that offer an opportunity to exchange information about projects, programs, and policies being implemented and are anticipated to affect Downtown transportation, access, and mobility.
- **Downtown Working Group (DWG):** Community and advocacy organizations that represent various populations, neighborhoods, and stakeholders.

Each stakeholder group is scheduled to meet on a quarterly basis. It is anticipated that the consultant will lead meeting/survey logistics, material preparation, note taking, and data collection. The PDP will assist with coordination of logistics, including identifying meeting locations, promotions, and meeting facilitation. Subtasks associated with this task include:

Subtask 3.1 – Stakeholder Mapping and Prioritization: The PDP has fostered a significant database of Downtown stakeholders and does not anticipate much original research needed to be completed by the consultant. The consultant will be expected to examine the demographics of Downtown residents, commuters, and visitors, and develop a framework to organize the many types of people who experience Downtown. This framework will also be used by the

consultant to categorize and prioritize Downtown stakeholders for the different engagement efforts throughout the development of the Guiding Principles (Subtask 3.3).

Subtask 3.2 – Communication and Outreach Plan: The purpose of this subtask is to identify a strategy to educate the public and obtain insights from a range of stakeholders to help shape the Plan’s goals, objectives, and recommendations. Using the PDP’s communications network and stakeholder database, the consultant will create content and implement additional engagement strategies to target those identified in subtask 3.1 and also to execute subtask 3.3. The communications strategy will identify key touch points for public outreach, traditional and social media methods, electronic newsletters, the PDP website, and in-person engagements (i.e. intercept surveys at special events).

Subtask 3.3 – Guiding Principles: This subtask will establish a set of Guiding Principles which will inform the goals, priorities, benchmarks, and decision-making framework of the Plan. The consultant will utilize the deliverables from subtasks 3.1 and 3.2 to ensure the Guiding Principles are developed through a transparent and inclusive process. The consultant will be responsible for facilitating stakeholder and general public input and providing recommendations of the top three to five Guiding Principles which will be used to shape the remainder of the plan.

Potential Guiding Principles will likely focus on, but are not limited to, themes including transit first, vision zero, safety, sustainability, accessibility, economic vitality, equity, and/or connectivity. The consultant will identify a list of possible Guiding Principles based on the local context and insights from the Management Team creating definitions for each option.

Task 3 Deliverables: (1) Memo summarizing Downtown stakeholder framework and contact list; (2) a technical memo detailing the communications strategy, including the content and marketing collateral needed to execute the communications strategy; (3) A technical memo including Guiding Principles list and definitions, stakeholder feedback and public survey data results; (4) Notes and action items from stakeholder meetings.

Task 4 – Scenario Planning and Goal Setting

This task will determine anticipated reasonable worst- and best-case development scenarios and assumptions and is intended to identify the specific goals that the technical deliverables of the Plan will help to achieve. A significant amount of the data will be supplied by the PDP and only limited original research will be necessary by the consultant. The planning horizon has been identified as 2045. Subtasks associated with this task include:

Subtask 4.1 – Scenario Planning: The consultant will develop a methodology to forecast future travel demand, travel patterns, and volumes, by mode, based on reasonable assumptions about changes in residential and employment populations. This forecasting tool should be developed in consultation with the Management Team to ensure assumptions and methodology are acceptable and in accordance with other agency’s existing assumptions regarding growth and anticipated travel demand. This subtask will also include identifying any planned and potential “soft sites” in the study area where future development and travel demand may occur. The consultant will then identify stagnant, moderate, and significant growth scenarios for the planning horizon that will be used to determine resident, employee, commuter, and visitor projections along with anticipated mode split.

Subtask 4.2 – Objectives and Benchmarks: Utilizing the Guiding Principles and the various projections outlined in Subtask 4.1, the consultant will identify specific metrics, goals and benchmarks that will inform the subsequent tasks in the Plan. The City of Pittsburgh has recently

introduced several mobility-related goals through various interconnected plans. However, there is not an established process in place to determine the priority of the diverse needs for Downtown projects. This subtask will identify the Downtown mobility goals, in service to existing City, DOMI, PAAC, and SPC goals and priorities.

Task 4 Deliverables: (1) A technical memo detailing a list of future development sites in Greater Downtown and the level of potential impact on future travel demand projections; (2) A technical memo outlining the three growth scenarios and establishing mode split goals for each; (3) A technical memo detailing the specific objectives and benchmarks.

Task 5 – Mobility Network Plan

In this task, the consultant will identify specific streets and corridors as priority facilities for the various transportation modes used within the study area. With a priority of moving people rather than private automobiles, this task will define a street hierarchy where facilities support users of all ages and abilities and identifies multimodal connections and enhanced circulation patterns to move people and goods where they need to go. This task will also consider how people enter and exit the Downtown network by each mode and examine travel patterns to ensure an efficient experience optimizing the limited public right-of-way of the streets and sidewalks.

Subtask 5.1 – Street Hierarchy Map: The map will provide a hierarchy list for each street in the study area for various scenarios identified as priority by the Management Team (i.e. AM/PM peak, weekend, and special events). The consultant will develop a set of criteria to determine which modes should be prioritized on any given street with the goal of creating quality networks for each of the modes, and recognizing that even with this prioritization, walking will be the primary mode for the Downtown network.

Subtask 5.2 – Freight and Deliveries Analysis: This subtask will recommend potential temporal management strategies, vehicle types, enforcement best practices, timing options, and distribution methodologies for how to manage freight deliveries and the rise of on-demand delivery on the Downtown street network.

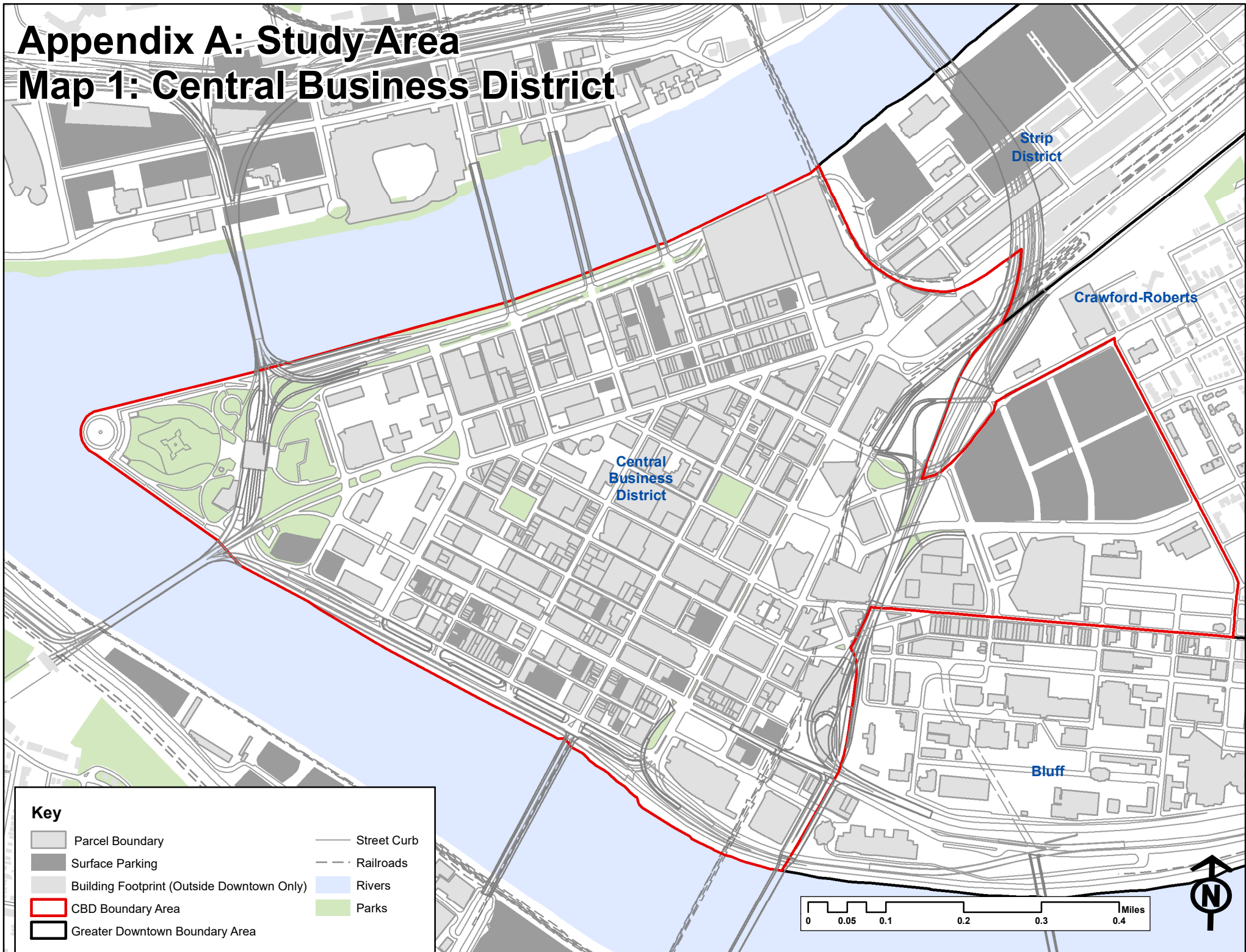
Subtask 5.3 – High-Impact Project List: The consultant will also identify a priority list of the high-impact short-term (1-3 years) projects and policies along with estimated budget and timeline. Additionally, the list will include logical sequencing of priorities as well as a matrix that details responsibilities for each respective organization or agency.

Task 5 Deliverables: (1) A map listing each street and its mode priority for AM/PM peak, events, etc.; (2) A memo detailing freight and deliver management strategies (3) A memo outlining priority list of high-impact, short-term projects and policies with other key information; (4) A map visualizing the streets and their modes with high-impact projects overlaid;

The consultant will provide all deliverables for all tasks in digital format including 1) the editable source files with necessary internal reference files (e.g. JPG, TIF, etc.) and 2) print-ready and web-ready PDFs.

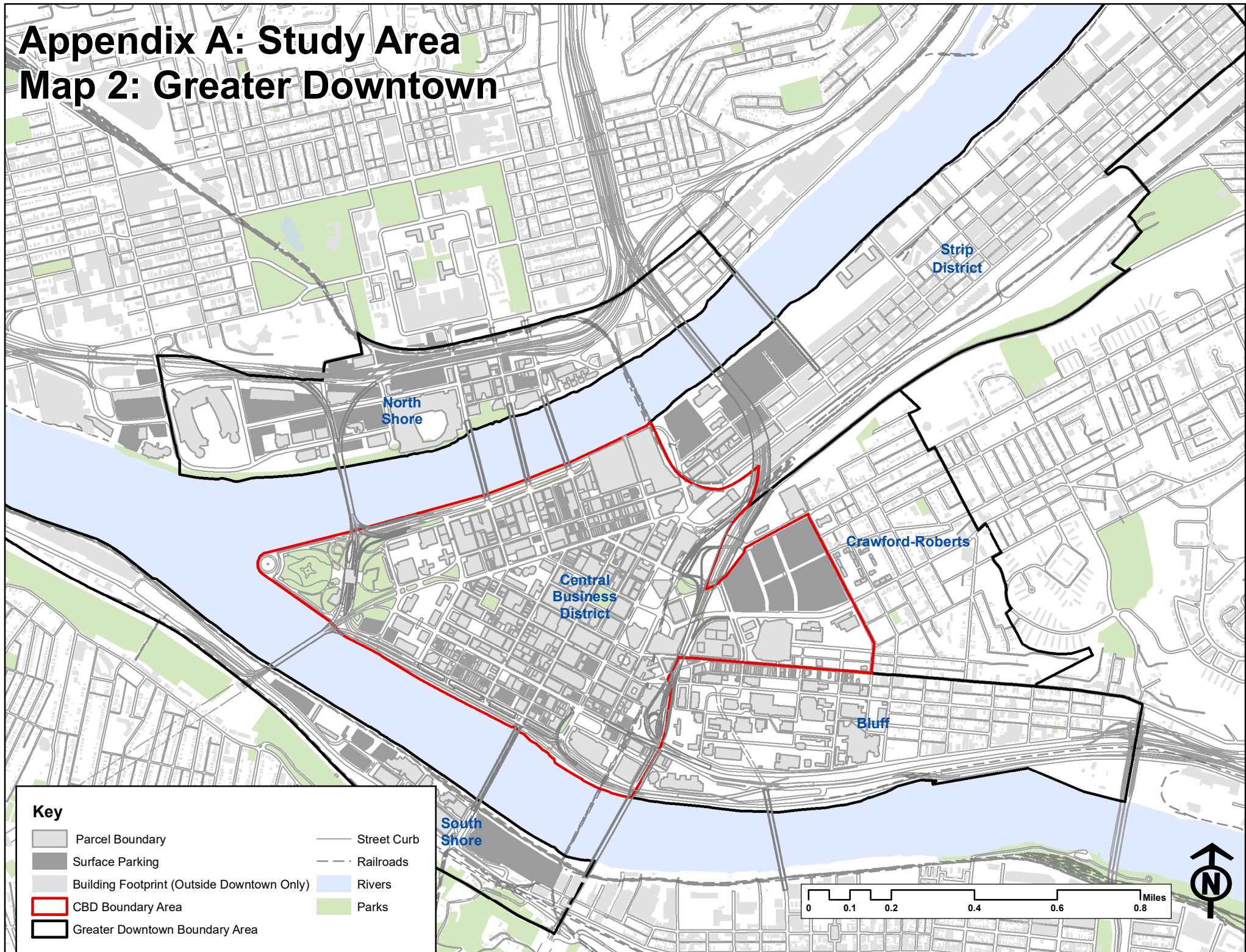
Appendix A: Study Area

Map 1: Central Business District



Appendix A: Study Area

Map 2: Greater Downtown



Appendix B: Relevant Reports & Plans

- State of Downtown (PDP, 2012-2019)
- OnePGH: Pittsburgh's Resiliency Strategy (City of Pittsburgh, 2017)
- Downtown Pittsburgh Public Realm Action Plan (Envision Downtown, 2016)
- Make My Trip Count Survey Results (Green Building Alliance, 2015 & 2018)
- City of Pittsburgh Capital Budgets (City of Pittsburgh, 2015-2019)
- Regional Long-Range Plan (SPC, 2015 & draft 2019)
- Uptown Ecolnnovation District Plan (City of Pittsburgh, 2018)
- PDP Stakeholder Initiative Final Report (PDP/Totem, 2017)
- Life on Liberty, a streetlife plan (Envision Downtown, 2017)
- Climate Action Plan 3.0 (City of Pittsburgh, draft 2017)
- Annual Service Reports (Port Authority, 2015-2017)
- PDP Pedestrian Traffic Study (PDP, 2012-2016)
- Greater Hill District Master Plan (City of Pittsburgh, 2011)
- Pittsburgh Streetscape Components Catalog (City of Pittsburgh, 1998)
- The Pittsburgh Downtown Plan: A Blueprint for the 21st Century (City of Pittsburgh, 1998)
- Allegheny County Rapid Transit Study (Allegheny County, 1967)
- Regional TDM Plan (SPC, in-progress)
- Strip District Mobility Network & Parking Management Plan (City of Pittsburgh, in-progress)
- Pedestrian Safety Action Plan (City of Pittsburgh, in-progress)
- Complete Streets Design Guidelines (City of Pittsburgh, in-progress)
- Bicycle Network Plan (City of Pittsburgh, in-progress)
- Transportation Vision Plan (City of Pittsburgh, in-progress)

Links to reports and plans can be found at downtownpittsburgh.com/mobilityRFP

Appendix C: Budget Template

	Organization			
	Role/Title			
	Name			
	Rate			
Task	Task Description			Total
1	Project Management & Initiation			
	<i>Subtotal Hours</i>			
	<i>Subtotal Cost</i>			
2	Existing Conditions Summary			
	<i>Subtask 2.1 - Subtotal Hours</i>			
	<i>Subtask 2.2 - Subtotal Hours</i>			
	<i>Subtask 2.3 - Subtotal Hours</i>			
	<i>Subtask 2.4 - Subtotal Hours</i>			
	<i>Subtotal Cost</i>			
3	Stakeholder Engagement and Guiding Principles			
	<i>Subtask 3.1 - Subtotal Hours</i>			
	<i>Subtask 3.2 - Subtotal Hours</i>			
	<i>Subtask 3.3 - Subtotal Hours</i>			
	<i>Subtotal Cost</i>			
4	Scenario Planning and Goal Setting			
	<i>Subtask 4.1 - Subtotal Hours</i>			
	<i>Subtask 4.2 - Subtotal Hours</i>			
	<i>Subtotal Cost</i>			
5	Mobility Network Plan			
	<i>Subtask 5.1 - Subtotal Hours</i>			
	<i>Subtask 5.2 - Subtotal Hours</i>			
	<i>Subtask 5.3 - Subtotal Hours</i>			
	<i>Subtotal Cost</i>			
	Subtotal Hours			
	Subtotal Cost			
REIM	Reimbursable Expenses (travel and materials)			
ADD	Additional Expected Costs (please define)			
	TOTAL			