



**The Mayor's Fund
for Philadelphia**

REQUEST FOR PROPOSALS

Office of Transportation and Infrastructure Systems Civic Engagement Strategy

Issued by:

The Mayor's Fund for Philadelphia

On behalf of The City of Philadelphia, Office of Transportation and Infrastructure Systems

Questions about this RFP should be submitted to mayorsfund@phila.gov and christopher.puchalsky@phila.gov by July 24, 2017 at 1PM EST.

Proposals must be received no later than 1:00PM EST Philadelphia, PA, local time, on August 2, 2017. A .pdf version of the proposal must be emailed to: mayorsfund@phila.gov and christopher.puchalsky@phila.gov.

Introduction- Statement of Purpose

The Mayor's Fund for Philadelphia and the Office of Transportation and Infrastructure Systems seek proposals to support the development of a Civic Engagement Strategy to support a forthcoming Transportation Action Plan.

Department Overview

The Mayor's Fund for Philadelphia (the Fund) works in close partnership with the City of Philadelphia and private sector partners to develop and run initiatives that reflect Mayoral priorities and seek to improve the quality of life for all Philadelphians. The Fund will serve as the fiscal administrator for this contract opportunity.

The Managing Director's Office of Transportation & Infrastructure Systems (oTIS) will serve as the project manager for this effort on behalf of the Fund. oTIS leads a portfolio of departments, including Streets Transportation, Streets Sanitation, and Philadelphia Water Department (PWD), to provide cost-effective quality services with a focus on the resident. oTIS's mission is to move Philadelphia toward a sustainable future that promotes quality of life for all residents and visitors to Philadelphia. We champion a shared vision, focused on the mobility and safety of all who use our streets and roadways. Our strategies and policies support inclusion and equity across Philadelphia's diverse and vibrant communities. In addition, oTIS collaborates with organizations such as Amtrak, DVRPC, Philadelphia City Planning Commission, Commerce Department, Department of Public Property, PATCO, PennDOT, Philadelphia International Airport, Philadelphia Regional Port Authority, Philadelphia Parks and Recreation, Philadelphia Police Department, School District of Philadelphia, SEPTA.

General Disclaimer of the City

This RFP does not commit the Fund or the City of Philadelphia to award a contract. This RFP and the process it describes are proprietary to the Fund and the City and are for the sole and exclusive benefit of the Fund/City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the Fund/City and may be subject to public disclosure by the Fund/City, or any authorized agent of the Fund/City.

Opportunity Overview

This opportunity is for support of the City's Transportation Action Plan (TAP), which will examine current transportation issues in Philadelphia, create a robust stakeholder engagement process, establish a prioritization framework for equitably and efficiently addressing Philadelphia's most pressing transportation needs, and list projects and initiatives the City will focus on. The TAP is inspired by five core values:

1. Opportunity and Access
2. Sustainability

3. Health
4. Safety
5. Equity

The Civic Engagement Strategy will serve as a prerequisite to the TAP. Engaging all Philadelphians, especially those who have historically been excluded, is at the heart of our strategy. The Managing Director's Office of Transportation and Infrastructure Systems (oTIS) is striving to make public engagement an essential precondition to managing and improving our transportation system. oTIS needs a strategy to gain a better understanding of community interests, priorities, and perceptions while also developing engagement and feedback mechanisms that generate sustainable participation among citizens, community organizations, institutions, and employers. Some important details of this include:

- The type of engagement desired is different than the traditional transportation project or program. The engagement done during the development of the plan should be just the start of a relationship that continues through the implementation of the plan and beyond.
- Equity, especially racial and income equity, is an essential goal of the Kenney administration. The engagement strategy should use this lens throughout.
- We encourage firms and organizations with experience in consensus building and capacity building to apply, even if they have not previously worked in the transportation space.
- Whatever firm or organization that is selected will receive the assistance of a transportation firm to assist in understanding the transportation environment. This involvement will happen via a separate contract with oTIS; proposal budgets do not need to reflect this participation.
- While we expect the focus to be on outreach, we recognize it will be needed to bring along transportation professionals and prepare them to be constructive participants in engagement. In addition to the outreach component, which is the main focus of the Civic Engagement Strategy, the engagement strategy should develop the concept of "in-reach" – i.e. how institutional change can foster local transportation agencies building relationships with communities at various levels so that future Civic Engagement can build on those relationships' familiarity and trust. The objective of in-reach is to embed consistent, equitable, and inclusive community engagement practices within its organizational culture – its policies, practices, and services.
- Applicants should consider what structures are needed to build sustainable relationships for engagement.
- The City has undertaken several structured outreach efforts which the Civic Engagement Strategy can build upon - e.g. RCOs, the Citizen's Planning Institute, and Rebuild.
- The Civic Engagement Strategy should be manageable and practical to implement given the available resources for outreach and timeline.

- The creation of the TAP will continue through about April 2018, after which implementation activities will commence immediately.

For additional information on the TAP, please refer to the following two attachments:

- **Attachment A** – a concept paper which sketches out an overall vision for the Transportation Action Plan.
- **Attachment B** - a phasing document which sketches out the non-engagement activities anticipated to complete the plan.

Tasks/Deliverables

Task 1. Development of a Civic Engagement Strategy

Applicants should work with oTIS on the development of a strategy to engage citizens, community organizations, public institutions, and employers on how future transportation choices will effect them. Many other departments and agencies should be consulted in developing the strategy including – Philadelphia Department of Streets, Philadelphia City Planning Commission, the Managing Director's Office of Civic Engagement and Volunteer Services, and the Mayor's Office of Community Empowerment. An advisory committee consisting of many of these groups and others will inform the creation of the CES. The strategy should detail which groups or types of groups will be engaged. The plan should assure that this engagement is not a once or several-time touchpoint, but the beginning of an ongoing relationship.

Deliverables (within 2.5 months of NTP):

1. Report detailing the strategy for oTIS and Streets to engage diverse communities in addition to employers and institutions during the creation of the TAP and continuing through plan implementation.
2. A draft plan, to be submitted three weeks before the final plan is due.
3. An estimate of the time and monetary resources that will be required to execute the Civic Engagement Strategy detailed in deliverable #1.

Task 2. Civic Engagement Strategy Implementation

Applicants should provide limited technical support to oTIS for implementing the Civic Engagement Strategy. This support will be needed over a 6 month period following completion of Task 1. During these 6 months oTIS will be actively engaging with communities and other groups as we complete the TAP. This task should comprise no more than 20% of the total budget of the project.

Deliverables (approximately 6 months, through April 2018):

4. Technical assistance in executing the Civic Engagement Strategy, including but not limited to meetings, advice on engagement structures, and reviewing meeting materials and agendas.

Budget

The overall budget for this work should not exceed \$32,000.

Timetable

Milestone

Dates

Questions due

July 24, 2017

Proposals due

August 2, 2017 at 1:00 PM EST

Interviews

August 7-11, 2017

Final Selection

Mid-August

Monitoring/ Security

By submission of a proposal in response to this RFP, the Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the City of Philadelphia and the Mayor’s Fund for Philadelphia, and with all security policies and requirements of the City.

Insurance Requirements

The standard insurance policy requirements to be maintained by contractors of The Mayor’s Fund are listed below. Contractor must maintain:

1. Workers’ compensation (or similar) insurance as required by the jurisdiction where the Services are performed
2. Commercial general liability insurance (including products liability, completed operations and contractual liability coverage) with minimum limits applicable to bodily injury and property damage of \$1,000,000 per occurrence, and \$2,000,000, and containing a waiver of subrogation against The Fund
3. Excess or umbrella insurance with minimum limits of \$1,000,000 per each occurrence and in the aggregate and containing a waiver of subrogation against The Fund
4. Errors and omissions insurance with minimum limits of \$1,000,000 combined single limit

Such policies must (a) be in Vendor’s name unless agreed upon in writing by The Fund, (b) include The Fund and its employees as additional insureds, (c) not have a deductible exceeding \$25,000 per claim, and (d) be placed with insurers reasonably acceptable to The Fund, having a Best’s rating of no less than “A-”. These minimum insurance amounts are not to be construed as limiting a Contractor’s right to obtain additional coverage and higher liability limits at Contractor’s discretion. Contractor may be required to provide proof of insurance at the Fund’s discretion.

Submission Requirements

All proposals should include the following:

Background Information

- Name, address, and telephone number of firm and any subcontractors proposed for the project.
- Description of Provider (corporation, sole proprietorship, partnership, consortium) and year formed.
- State if the firm is qualified to do business in the Commonwealth of Pennsylvania and the City of Philadelphia. Include all that apply: federal tax identification number, City of Philadelphia tax identification number, City of Philadelphia business license number.
- Name, title and business address of persons to whom communications respecting this activity should be directed, if different from above.
- Participation by DBE certified firms is highly encouraged and will be used to evaluate responses.
- Award is conditioned on the City of Philadelphia receiving grant funds.

Project Understanding & Statement of Qualifications

- All applicants must demonstrate their knowledge and understanding of the project.
- All applicants must explain why they are qualified to perform the work required.
- Please discuss 2-3 examples of similar work your organization has performed.

Format

- Proposals should be 15 single sided pages or fewer
- Be labeled "Transportation Action Plan – Civic Engagement Strategy"
- Describe the staffing plan for this project. Provide resumes for each staff member working on this project.
- Provide a detailed cost estimate by task for the project, including but not limited to proposed hours of work, staff assigned by title/position, hourly salary costs, and any additional anticipated costs.
- Include project plan listing in detail the action items required to complete all tasks identified in the request including proposed milestone dates.

Deadline for Questions:

Questions regarding this RFP should be emailed to mayorsfund@phila.gov and christopher.puchalsky@phila.gov by July 24th at 1:00pm EST. Responses to all questions will be posted to the same webpage as the RFP.

Deadline for Submission:

Responses to this RFP must be emailed to mayorsfund@phila.gov and christopher.puchalsky@phila.gov by August 2 at 1:00pm EST.

PHILADELPHIA TRANSPORTATION ACTION PLAN CONCEPT PAPER

Purpose:

This is an early concept paper that seeks to build the case for a short to medium term action plan for transportation for the City of Philadelphia. This document discusses the why of such an action plan. This concept paper will lead into a scope for making the transportation action plan. The scope will then guide the creation of the action plan through a year-long collaborative planning process. The action plan will set direction and prioritization for how transportation contributes to the equitable growth and prosperity of Philadelphia and the region.

Context:

Philadelphia is a growing city and is undergoing a sweeping transformation of its demographics, its downtown and many of its neighborhoods. Millennials and immigrants are driving Philadelphia's population; the City is becoming increasingly diverse with 43% of residents identifying as Black, 41% as White, 13% Latino/Hispanic, 7% Asian and other 2% and is expected to reach 1.6 million residents by 2035.

Philadelphia is uniquely positioned among North American cities to transform its transportation systems over the next five years and has the opportunity to leverage its rich legacy of transportation assets, State, and Federal funding and committed leadership at the City and transit authority to achieve improvements in, and advance the Kenney Administration's policy priorities of, **opportunity & access, equity, health, safety and sustainability.**

Philadelphia is experiencing a "catalytic moment" with a Mayor committed to economic growth with equity and "creating a fairer future for all Philadelphians" through transformational investments in early educational success through historic investments in Universal Pre- Kindergarten, community schools, and the \$500 million Rebuild initiative to improve parks, libraries and recreation centers in a way that advances both equity and economic prosperity.

In the context of these and other changes, coupled with the highest poverty rate among the 10 largest US cities, there is growing awareness that Philadelphia has the opportunity to reject the common narrative of growth failing to benefit the lives and daily experiences of disadvantaged residents and neighborhoods where rising housing costs can push workers to live, and commute, further from their jobs.

The Transportation Moment:

The time is right to reconsider the role of transportation in shaping the future of the Philadelphia region.

The opportunity to continue to move Philadelphia forward as a competitive, international city in the 21st century demands that we invest strategically in our transportation network in ways that support all citizens, grow the economy, promote health and safety, and improve the environment.

Past generations of Philadelphia leaders have endowed us with a robust transit network and a dense street grid, which promotes active forms of transportation such as walking and biking, along with public transit use. The principal challenge of this legacy is that these systems, while robust, have not been critically examined or sufficiently maintained for many decades. There is a profound sense among transportation and civic leaders that Philadelphia could leverage and make better use of our assets.

Our transportation network must be sustainable environmentally and financially and more equitable. We can create a more socially equitable city through increased access and mobility to goods and services across the city's diverse populations, including, but not limited to, those on low and moderate incomes, those who have historically been disadvantaged and continue to have limited economic opportunity and socioeconomic mobility, households without cars, the elderly, and individuals with mobility limitations. These strategies must also be viewed through the lens of public health and safety, so we can continue to move towards our vision of zero traffic-related deaths, while improving health and environmental outcomes through active transportation.

The purpose of this plan will be to identify the barriers and challenges to making Philadelphia more multi-modal city and then assess and prioritize those areas and initiatives where we can most readily align and leverage resources to have the greatest advantage on our stated values. This process will allow us to define projects that can easily be developed and implemented to maximize the return on investment in the short-term. This will enable our transportation networks to be more efficient and provide choice, change user behavior, and promotes alternative modes that benefit all users. However, it is also important we look to the future and begin to build the foundation for a more substantive change. This work may include major transformation in our transportation infrastructure and will need to build on a body of long-range transportation and land use planning strategies.

Partnership and Alignment:

At this early stage of the Kenney Administration, we have the opportunity, in partnership with regional transportation partners, notably SEPTA, DVRPC, and PennDOT, alongside community partners, to lead the development of a forward-thinking, citywide multimodal transportation action plan that builds upon the strategies and regional plans of our many partners. **Understanding that in the current economic reality significant capital investments will be limited, we must better utilize, align, prioritize and even redesign our existing systems and transportation networks in support of the stated values and develop initiatives that can be progressed in the context of current budgetary resources. Further, a strategic city-wide collaborative approach will also position Philadelphia to be more competitive for opportunities of federal investment in infrastructure.**

Principally, the Action Plan will need to ensure integration of approach, development, and thinking with SEPTA's Strategic Plan, Long Range Plan, Trolley Modernization Program Plan, and Comprehensive Bus Network Re-Design Plan. We will need to coordinate with DVRPC's Regional Transportation Improvement Program and leverage the new PennDOT Connects policy.

Further, the Action plan will align with the City's strategies, notably the citywide vision *Philadelphia 2035*, *Greenworks* 2016, *Clean Cities*, and *Vision Zero* Taskforce, due to publish its draft report March 2017.

1. Engage Citizens and stakeholders in the Process

Transportation affects every single person. A robust, innovative, and meaningful civic engagement process needs to be integrated into the planning and implementation processes that consistently and creatively draws on citizen, business, and institutional leadership to guide and inform the planning process. We must strive to ensure this engagement is coordinated with, and leverages the many other civic engagement and education efforts currently underway. Most notably the *Vision Zero* community engagement process. Further this process must embrace fully our value of equity. The scope should identify a public outreach process, and an internal process for oTIS to coordinate with other City agencies and council.

2. Defining the Scope of the 5 Year Action Plan

Our first task is to develop a defined scope for a 5 Year action plan based on the declared values - promoting opportunity & access, equity, safety, health, and sustainability.

The scope should be ambitious and drive a planning process that can be completed by the end of 2017, and implemented quickly. The scope should address the following questions:

1. What is the vision for a 5 Year Plan? Should we project out a longer term vision (say 10 years) but develop clear deliverable actions for the next 5 years?
2. To what extent should the plan develop or propose new policies, programs, and projects and what is the process for prioritization?
3. How do we do better with available resources to build the city for the future?
4. How will the plan establish goals for the accessibility of neighborhoods, jobs, transit, schools, efficient movement of goods and services in relation to the values of opportunity & access, safety, equity, health, and sustainability?
5. What level of analysis will be necessary to ensure that the plan reflects current trends, such as climate change, modal split, increased development, population growth, demographic shifts, commuting patterns, and technological advancements? Is the transport system enabling growth patterns that facilitate equity, health, sustainability, and safety?
6. How will the plan refine and revise goals, performance measures and outcomes? Related, how will it define the values of opportunity and access, equity, safety, health, and sustainability in terms of the transportation system?
7. How would a new plan support or integrate existing and future modal plans, including Vision Zero, and draw on best practices in urban transportation from across the country and overseas?
8. How will the plan assess current resources and identify gaps in relation to the current state of repair of the transportation and infrastructure system, the level of service provided as it relates to peer cities, the level of funding in peer cities, and current stated goals for system growth?
10. How can this plan serve as a platform for moving beyond modal-based community engagement to engage with diverse stakeholders more holistically and meaningfully about their transportation needs and expectations?
11. How will this plan fit in with the transportation and non-transportation elements of PCPC's Philadelphia 2035 plan?

Once the scope is completed, we can estimate the cost of the action plan and secure philanthropic funding for the year-long planning process.

3. Measuring Success

Defining short-term and long-term measurable outputs over set periods of time is a necessary element of the action plan.

Some potential suggested short-term direct metrics:

1. # Criteria for Prioritization of Policies, Programs and Projects (and investments) agreed
2. # Grant applications submitted/received to fund project(s); coordinated regional and city lobbying strategy for Harrisburg and Washington D.C
3. Quality and reach of community engagement sessions
4. Projects in short-term plan implemented
5. Projects in medium term plan either implemented or scraped
6. Projects, policies, and initiatives in longer term plan studied.

Some potential suggested long-term and in-direct measurable outcomes could include:

1. Increased use of public transit; more frequent, more reliable
2. Increased access to public transit (including financially)
3. More people walking and biking – to work, for recreation, in their neighborhoods
4. Fewer people being reliant on personal cars to get to/from work
5. Improving mobility for the disabled, elderly, and those without personal cars
6. Reduce the average travel time to/from work
7. More efficient transportation network for commercial and industrial purposes
8. Improving the state of good repair
9. Reduced number of serious injuries/fatalities as a result of a crash (meeting Vision Zero goals)
10. Health and equity indicators
11. Reduction in emissions contributing to climate change

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Draft (5/3/17) Phasing for Transportation Action Plan

Notes:

- Engagement to happen throughout. Civic Engagement Strategy to be developed.
- See concept paper for overall purpose

Phase 1.

- A. Flesh out phasing and scope – consultant will work with oTIS staff to complete the scope for the later stages
- B. Develop engagement, education, and capacity building plan. Consultant will take the oTIS derived ideas around engagement and develop a fully fleshed out plan. It will need to include
 - a. The engagement plan will be inspired by the “table building” concepts in the SPARCC process. We need a complete plan on how we create joint spaces between us and communities. We will avoid common but often unsatisfactory outreach methods. We will need to go beyond just the highly-engaged citizen to get a fuller picture of community needs and aspirations. We need to establish long term relationships around these “tables”, not just a one-off series of meetings for the purposes of this plan. We need to form a symbiotic relationship between the public servants who are in many cases experts in transportation, and communities who are experts in their own desires and ambitions.
 - b. Flesh out overlaps between other plans - what does our outreach look like and how does it mesh with PCPC Plan 2035 and District Plans, VZ, Greenworks, SEPTA capital plans, PennDOT, DVRPC, etc.
 - c. How and when do we engage the “traditional” stakeholders – primarily City and non-City governmental agencies.
 - d. Give us some strategies around Council and other important policy makers and thought leaders.
 - e. Capacity building and education is a major focus – the traditional stakeholders have a lot of capacity to have high context conversations around issues. But most of the people we want to engage with do not. We need to be able to provide enough capacity and education to have high level conversations around transportation issues that are informed by the latest research and best practices.
 - f. A movement towards deeper engagement and table building will only succeed if there is wide institutional buy-in and culture change. It cannot just consist of a few planners and executives. An institutional change strategy is needed to change the culture in the Streets department, and in the relationships it forms with various partners.
- C. Identify areas of deeper exploration – oTIS and consultant, with the advice of the advisory committee, will choose 3-5 planning projects or topics that need deeper exploration as part of the plan (see phase 5).
- D. Come up with a better name than “Transportation Action Plan” – use consultant to do branding for the plan
- E. Data gathering and current conditions analysis. Consultants, at the direction of oTIS staff, will assemble a document of about 20 pages of text and data on where Philadelphia currently stands on transportation and related issues. This analysis will include explicit equity components for each of the areas examined. For example, how are crashes different based on income, race, gender, etc. Some of the facets to explore may include:

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- a. Current state of transportation from a use perspective – standard transportation metrics and trends (VMT, trips, mode share, crashes, deaths, demographics, auto ownership). Analyze not just overall trends, but by race and income.
- b. Current state of transportation from a user experience – access to jobs, health care, civic assets, etc., by mode; transportation expenditures as a % of household budget vs. peer cities; transportation barriers to economic opportunity. For each of these accessibility and other metrics, measure them with respect to income and racial category.
- c. Current state of transportation from an operator perspective – infrastructure stats by mode (miles of roadway, bus lines, etc.), SOG status and needs, current funding vs. peer cities
- d. State of development in Philadelphia - Where is growth happening and where is it projected to happen? How will that growth impact our transportation system?

Phase 2. Develop Prioritization Framework - A prioritization framework is a set of values, goals, and metrics that the City will use to sort the good projects from the great projects. Some will be qualitative, while others will be quantitative. We will use it to guide our decision making on what projects, programs, and initiatives to take on, and which must be cut because of funding or staff constraints. In designing a framework, we will need to balance between a framework that is encompassing, elegant, and robust, and one that is expedient, explainable, and operable. Regardless, the framework should explicitly incorporate equity concerns.

- A. Begin prioritization framework. Solicit “what is important to you” as part of initial outreach. Do a peer city review to see how they prioritize projects (or, if they even have a formal system for prioritization). Scope out metrics that we may want to use and the technical work that might need to be done in order to operationalize the metrics. Consultant will perform majority of the work.
- B. oTIS staff with consultant support will develop draft framework for project and initiative prioritization.
 - a. Develop a version 1.0 framework that will be used in the Action Plan development. Because of the tight timelines for the plan, this version 1.0 of the framework may need to error on the side of simplicity and expediency. (40 hours)
 - b. Scope out a version 2.0 framework that may take some time and resources to develop, beyond the timeline of the plan creation. Some of these metrics may require technical tools and data to be used operationally. One example of this would be multimodal accessibility mapping and calculation.

Phase 3. Conceptual identification of projects and initiatives - in this stage we gather the project, program, and initiative set. In one sense, we want a complete list of all the transportation ideas and problems. On the other hand, we need to set expectations that resources are very limited and that very high capital projects will not make the cut in screening. Consultant will provide extensive support to oTIS staff in this effort.

- A. Streets and oTIS list of projects, programs, and initiatives (PPI) - as a starting point we should make sure to get a list of all the internal ideas and projects we have.
- B. Other city agency big list of PPI (PCPC, Commerce, Parks and Rec, Water, Rebuild). We would like to rely heavily on the PCPC district planning process, especially the Connects list. Commerce and PRR have their transportation ideas. There is strong synergy between the Action Plan, PWD GCCW, and Rebuild. (80 hours)
- C. Other public agency list of PPI (SEPTA, ports, DRPA/PATCO, PennDOT, etc.)

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- D. Public outreach for project periodization - A balance needs to be struck here. We want to create tables where problems that we might not realize exist, or if we know them they are low on the radar, are recognized and an effort is made to remedy them in the Action Plan. We also don't want to give the false impression that every crazy idea will be seriously considered, or that we currently have the resources to address every good idea right away. This task should not actually be thought of as a discrete "outreach" step in a larger planning process. Rather, conforming to the new model of table and relationship building, this communication between oTIS and the other groups around the table is part of an on-going relationship. (80 hours, above and beyond time already allocated to outreach)
- E. Categorization of effort and timescale for each PPI - this will be needed in order to prioritize them.

Phase 4. PPI prioritization – oTIS staff with consultant support will use the PPI list from Phase 3 together with the prioritization framework developed in Phase 2 to develop a draft list of prioritized projects, programs, and initiatives. The projects and programs should have a rough timeline as follows – will be built in the next 2 years (I.e. by 2019), those that will be built by the end of the plan (2023), and those that will not be built but will have substantial planning, engineer, and design work completed.

Phase 5. Deeper Dive - For most of the PPI in the plan, little if any work will be done on the ideas as part of the plan. However, some PPI will require more development as part of the Action Plan. The deeper dive will not be a comprehensive examination, but instead will perform some scoping, pre-scoping, and sketch level examination of the issues. About 5 PPI will be fleshed out as part of Action Plan

- A. Trolley modernization – The TAP should define how SEPTA and the City will cooperate on this major program, especially in terms of public engagement.
- B. Asset Management - The City's asset management practices could be improved to decrease lifecycle costs and increase equity. Related, the Philadelphia Streets Department uses a complaint-based system, 311, to prioritize some maintenance needs. Complaint-based systems have been found in other cities to inadvertently empower "squeaky wheels" to have an outsized impact on resource allocation. A strong asset management process could reduce the effect of the squeaky wheel, ensure that communities with less of a voice are treated equitably, while also staying responsible to constituent needs.
- C. Incorporate VZ by reference - refer to and rely upon the ongoing VZ work, while the VZ work will piggy-back on the Action Plan. I.e. – a deeper dive on VZ is not needed as part of the action plan because VZ is well underway. But, we should make sure to feature this as one of our most important initiatives.
- D. Bus network improvements and enhancements - With SEPTA, the City will continue to improve the quality of bus service and ensure that all Philadelphians, regardless of income, have access to affordable and convenient transportation choices. The City should work with SEPTA to develop a cooperative framework for future bus planning efforts. (120 hours)
- E. City-wide parking study and policy – Parking concerns so often prevent otherwise amazing projects. Is there a way to get out in front of this problem, instead of being ambushed by it on every single project?

Phase 6 Write draft product (pdf document? website?, video)

Phase 7. Revise and Finalize,

Phase 8. First steps for implementation

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- A. Civic Engagement and publicity around the finalized plan - The publication of the Action Plan is only the end of the beginning of the process. Community groups, the City, non-profits organizations, for-profit companies, and institutions will need to continue to gather in joint spaces to implement and refine the plan.
 - B. Staff Capacity – Continue building staff capacity to do high level civic engagement around projects and initiatives. Continue institutional change.
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