

Attachment 1

Scope of Work

MONTEREY BAY AREA 511 TRAVELER INFORMATION SYSTEM FEASIBILITY AND IMPLEMENTATION PLAN

DESCRIPTION

The Santa Cruz County Regional Transportation Commission and the Transportation Agency for Monterey County received a Partnership Planning Grant from the California Department of Transportation to conduct a Monterey Bay Area 511 Traveler Information System Feasibility and Implementation Plan, referred to hereafter as The 511 Plan. The 511 Plan is needed to determine the feasibility of establishing a traveler information system for the region, and to appropriately set the functional requirements to design and implement a comprehensive, centralized, and multi-modal traveler information system to serve the Monterey Bay Area.

As envisioned, such a system could provide up-to-date transportation information including: real-time roadway traffic conditions and incident information, transit route and schedule information, carpooling and bicycling information, and emergency notices, to visitors, residents, businesses, and commuters. The information would be accessed through one easy to remember phone number, a one-stop shop website, and mobile devices. The information could also be tailored to individual needs using personalized trip planning tools and customized transportation notices to subscribers who opt into this service.

Project Goals

The 511 Traveler Information Feasibility and Implementation Plan must be designed in accordance with the following goals which are consistent with both Federal and State Transportation Planning Goals (See Attachments 2 and 3).

1. **Increase customer satisfaction** with the transportation system by providing easy access to comprehensive, real-time and multi-modal information in the Monterey Bay Area;
2. **Optimize** use of the existing transportation infrastructure thereby reducing peak period traffic congestion;
3. **Foster sustainability**, improve air quality, and lower greenhouse gas emissions by reducing vehicle miles traveled and increasing the use of sustainable transportation options;
4. **Enhance economic benefits** across the region by moving more residents, visitors, and goods on existing facilities in a shorter amount of time;

5. **Apply and leverage advances in technology** to distribute transportation information quickly to large numbers of people simultaneously; and
6. **Build public-private partnerships and improve interagency coordination** among entities dealing with various parts of the transportation system by sharing information, adding value to each other’s services and improving regional connections.

Ensuring the safety and security of people using the transportation network and the 511 system, is a key consideration in any traveler information system designed to implement these goals. Additional goals may be identified through the process of developing The 511 Plan.

SCOPE OF CONSULTANT SERVICES

To determine the feasibility of a 511 Traveler Information System and to develop an Implementation Plan, the Santa Cruz County Regional Transportation Commission, in partnership with the Transportation Agency of Monterey County, plans to contract with a qualified consultant or consulting team to provide the services and products identified in this Scope of Work. This plan is intended to provide the information necessary to design and build a 511 traveler information system that is best suited to serve the people of the Monterey Bay Area. The consultant is required to be objective in their analysis and not to propose an alternative that gives preference to a build scenario or service that only the consultant can provide.

The consultant shall apply a systems engineering design approach developed by the California Division of the Federal Highway Administration and the California Department of Transportation, Division of Research and Innovation (Figure 1). This approach is documented in the *Systems Engineering Guidebook for Intelligent Transportation Systems, 2009* (<http://www.fhwa.dot.gov/cadiv/segb/files/segbversion3.pdf>). Work performed under this contract also needs to be consistent with the Regional Intelligent Transportation System (ITS) Architecture and satisfy the requirements of the new Section 1201 Rulemaking having to do with copyright protections.

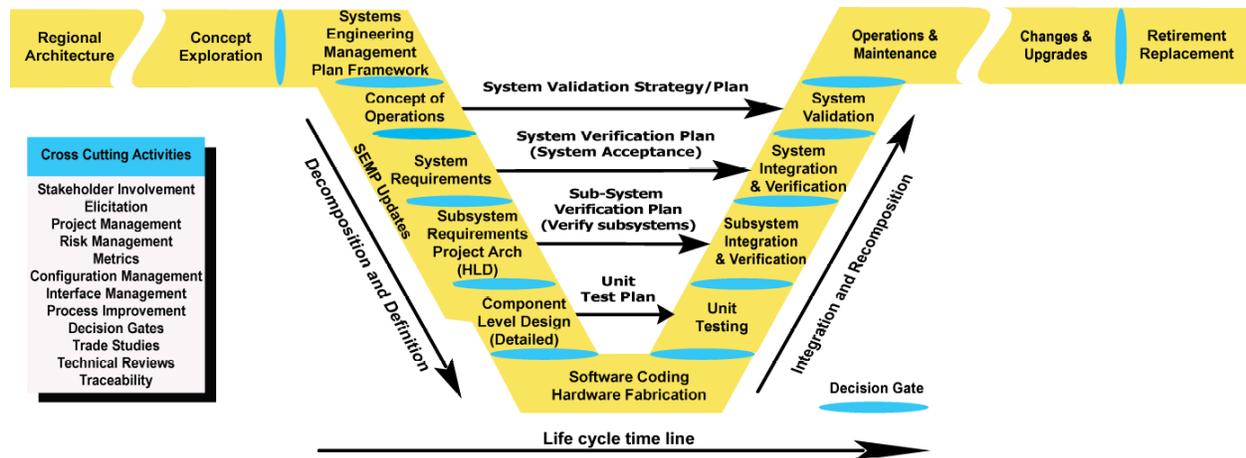


Figure 1: Systems Engineering "V" Diagram

The intent of this scope is to get progress reports by task as work on The 511 Plan proceeds. A set of deliverables is outlined under each task. Interim reporting is required for effective communication between consultant and the project team. The project schedule can be found in [Attachment 4](#). Key milestones include the completion of the Feasibility Study and completion of the Implementation Plan.

PART I: Evaluate the Feasibility of a Monterey Bay Area 511 System

Consultant shall evaluate and determine the feasibility of deploying a 511 traveler information system in the Monterey Bay Area. The feasibility analysis, also referred to as the concept exploration in the systems engineering design approach, shall be based on, but not limited to, the following:

- The level of interest and demand for the information from various potential user groups including, but not limited to, residents, visitors and businesses
- The availability of data to support a 511 system
- The sustainability/longevity/scalability of the system
- The availability of funding and potential revenue streams to support development and ongoing operation
- The availability and quality of existing traveler information resources that provide similar functions and how a local 511 system may compete with, duplicate, complement or incorporate such services
- Support from the local leaders and partner agencies for system deployment

The objectives of the Feasibility Analysis/Concept Exploration are to:

- Identify the superior, most cost-effective 511 system model and concept for our region and document alternative systems with a clear rationale for the recommended selection
- Verify the project feasibility and identify preliminary risks
- Garner support and necessary approvals for the recommended alternative

The Feasibility Analysis/Concept Exploration will be used to refine:

- Problem statements and opportunities
- Project needs, goals, and objectives

The key activities of the Feasibility Analysis/Concept Exploration are to:

- Define evaluation criteria
- Perform initial risk analysis
- Identify alternative 511 system concepts
- Evaluate alternatives and document results
- Present recommended 511 system concept

The Feasibility Analysis/Concept Exploration shall include, but is not limited to:

TASK 1: Define Problems, Needs, Goals and Objectives

Consultant shall work with the project team to clearly define and quantify the problems and opportunity that will be addressed by this project. SCCRTC, TAMC and consultant shall meet at beginning of project to refine problem statements and project goals and define project objectives.

Problems identified, but not limited to, include:

- Recurring and non-recurring traffic congestion and its related impacts
- Traveler frustration due to lack of adequate and timely information
- Economic impacts due to time wasted in traffic
- Environmental impacts due to transportation and the need to address new GHG requirements
- Lack of centralized information and coordination
- Inefficient and labor intensive delivery systems to address transportation information needs

Factors for establishing needs, goals and objectives should include, but are not limited to:

- Information about 511 usage in other regions and the resulting improvements in traffic congestion, environmental degradation, and customer satisfaction
- Evaluating the level of interest and demand for traveler information from the residents, visitors and businesses
- The availability of existing traveler information resources that provide similar functions

In the Fall 2010, a survey was performed by SCCRTC and TAMC to assess the level of interest and demand for a 511 system from residents, visitors, and businesses of

the Monterey Bay Area. Results from this survey and stakeholder meetings will be analyzed by the consultant as one basis for assessing need. Additional meetings will be convened as needed. The sponsoring agencies will continue to do primary outreach to users and community groups with advice from the consultant.

A number of existing resources now provide traveler information. The consultant shall provide an inventory of other systems and their function, strengths and limitations as part of the needs assessment for a 511 system.

Deliverable 1: Problem statements, needs, goals and objectives including supporting evidence

Deliverable 2: Analysis of the 511 survey and stakeholder input

Deliverable 3: Inventory of other traveler information services already available in the Monterey Bay Area

TASK 2: Provide Inventory of Data and Data Gaps for Monterey Bay Area

The consultant shall provide a thorough inventory of existing data in the Monterey Bay Area, the contact person and agency responsible for each data source, its format, and the ease with which each data source can be integrated and delivered through a 511 system. This inventory should include the opportunities and constraints to obtaining and using this data. Gaps in data shall be identified and the consultant shall make recommendations on ways to collect and/or obtain the necessary data for an effective, multi-modal traveler information system.

Deliverable 4: A matrix illustrating the current data inventory including data format, its ability to be obtained and used, an assessment of the data's accuracy, its ability to be fused into an integrated 511 system, the responsible agency or business providing the data, and contact information

Deliverable 5: An inventory of data gaps and suggestions for what data should be collected and/or obtained to make the system more complete, accurate and reliable

Deliverable 6: Any identified costs associated with procuring missing data

TASK 3: Define Evaluation Criteria

Consultant shall work with the project team to determine the evaluation criteria for assessing the best alternative to address the stated problems. The evaluation criteria will consider cost, as well as any other constraints that will limit the acceptable alternatives. The evaluation criteria should also consider how a 511 system would compete with, duplicate, complement or incorporate existing traveler information resources.

Deliverable 7: Define evaluation criteria

TASK 4: Define Risk

Define potential risks and challenges that may affect the outcome of the project and any mitigation steps.

Deliverable 8: Define potential risks and challenges and any steps that may be taken to mitigate or lessen these

TASK 5: Outline and Describe the Components of a 511 Traveler Information System

Include the best practices used in 511 systems that are up-to-date with current technology and market conditions. These components include, but are not limited to:

1. 511 System Management
 - a. Strategic Vision/Plan
 - b. Performance Monitoring Report
 - c. 511 Usage Report (all media not just call volumes)
 - d. Customer Comment Management

2. Information Coverage - Data Collection, Sources and Quality
 - a. Traffic speed
 - b. Roadway incidents
 - c. Construction activity
 - d. Roadway conditions
 - e. Driving times
 - f. Special events
 - g. Transit – Schedules, trip planning and real time information
 - h. Rideshare information
 - i. Park and ride lot information
 - j. Parking availability
 - k. Truck/freight information including agriculture
 - l. Bicycling and pedestrian information
 - m. Airport information
 - n. Emergency information
 - o. Weather Information
 - p. Tourism

3. Data Processing and Integration
 - a. Standards for data processing, integration, accuracy and timeliness of travel-related information including traffic speed data from various sources, incidents, construction, camera feeds, etc...
 - b. Standards for data processing, integration and accuracy of real-time transit data

4. Data Dissemination Methods
 - a. 511 Phone System - Interactive Voice Response (IVR) system (English and Spanish) designed to be accessible to people with disabilities and to provide automatic, dynamic traffic and transit departure information and other information as listed above under "Task 5, Item 2. Information Coverage".
 - b. Call Routing – Wireline and Wireless
 - c. 511 Website with Spanish language translation and accessibility features for people with disabilities
 - d. Traffic/Transit data feeds
 - e. Mobile device applications
 - f. Customized Info and Alerts – texting, email, Twitter, Facebook, automated calls from 511 system to subscriber
5. Hosting Facilities
 - a. Phone and IVR System
 - b. Website and mobile applications
 - c. Databases
 - d. Data processing and integration
6. Testing, Soft Launch and Deployment
7. Operations and Maintenance
 - a. Data Collection System Maintenance and Operations Plan
 - i. Operating and maintaining communications infrastructure
 - ii. Maintaining the data, database and website content
 - iii. Strategy for upgrades/enhancements and replacements for hardware and software,
8. Market Research/Marketing
 - a. Internal resources
 - b. Outreach
 - c. Marketplace & consumer research
 - d. Marketing Plan
 - e. Advertising and promotion
 - f. Revenue generation
9. Performance Measures
 - a. Progress towards system goals and objectives
 - b. Usage rates
 - c. User satisfaction
10. Security Safeguards

Deliverable 9: Report describing typical 511 system components and best practices

TASK 6: Identify Alternative Models

Identify a range of potential models for a 511 system for Monterey Bay Area that will solve the identified problems. Model options should include, but are not limited to, building a new system from scratch, franchising another system, and/or contracting with a consultant who operates multiple 511 systems. One alternative should include bundling existing traveler information services into a 511 system and filling in data gaps. Another alternative should be to “do nothing” which provides a basis for comparison with other alternatives. Alternative models based on franchising another system should include the particular systems that are being considered.

Deliverable 10: Description of alternative models

TASK 7: Evaluate Alternatives

Perform a systematic analysis of the alternatives by applying evaluation criteria to each alternative. The evaluation criteria should measure the effectiveness towards meeting the project goals, such as: benefits to the transportation network and to the environment; economic impacts; the costs to build, operate and maintain; and sustainability. In addition, the evaluation should address the risks associated with each alternative. A cost-benefit analysis is a key aspect of the evaluation. The alternatives analysis should include the pros, cons and how to mitigate for close proximity to a state of the art 511 system in the San Francisco Bay Area.

Deliverable 11: Analysis of the various alternatives

TASK 8: Economic Analysis

The economic analyses will include an analysis of potential funding sources and strategies for generating revenue and/or offsetting costs. This analysis will also include the life-cycle costs and benefits of both the project and the current method of delivering traveler information. The analysis should consider the sustainability of a 511 system.

Deliverable 12: Provide description and findings of economic analyses conducted

TASK 9: Document Results

The feasibility analysis/Concept Exploration will establish the case for investment in a 511 project by defining the reasons for undertaking the project and analyzing its costs and benefits.

Deliverable 13: A Feasibility Analysis/Concept Exploration Report is a key milestone for this project. (See [Attachment 4](#), Project Schedule, for delivery date.) At a minimum, it should contain the following:

1. A description of the problems that the 511 system is intended to address
 2. The project objectives and evaluation criteria
 3. The economic and risk analyses of each alternative and the reasons for rejecting the alternatives not recommended
 4. A description of the recommended alternative including the major system features and resources that will be used
 5. An economic analysis of the funding sources, life-cycle costs and benefits of the project and the life-cycle costs and benefits of the current method of delivering traveler information
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PART II: Develop an Implementation Plan for a 511 System as Determined by the Feasibility Analysis in PART I

Upon successful completion of the Feasibility Analysis and the finding that a 511 system is feasible for the Monterey Bay Area, the project will proceed to the implementation portion of the project.

The Implementation Plan required will include the Concept of Operations and the System Requirements as defined in [Systems Engineering Guidebook for Intelligent Transportation Systems, 2009](#) as developed by FHWA and Caltrans. The results of the Feasibility Analysis in Part I will determine the specific tasks to be performed under the Concept of Operations and System Requirements in the Implementation Plan.

If a 511 system is determined to be feasible for our area, the outcome of the Concept of Operations and the System Requirements will provide the necessary detailed information to move into the design and build phase of a 511 system following the end of this contract. Telephone carrier agreements, integration with surrounding 511 systems including wireless cell routing, and other important details will need to be ascertained in the Implementation Plan if the project is found to be feasible.

TASK 10: Develop the Concept of Operations

The Concept of Operations is a foundation document that frames the overall system and sets the technical course for the project. The objectives of a Concept of Operations are:

- Identification of user needs and system capabilities
- Key stakeholder agreements on interrelationships and roles and responsibilities for the system

- Shared understanding by system owners, operators, maintainers, and developers on how the system is organized and functions
- Strategy for informing users about the 511 system
- Agreement on key performance measures and a basic plan for how the system will be validated at the end of project development

The Concept of Operations requirements shall include, but are not limited to:

1. Involving transportation users to determine their needs including the information coverage of a 511 system and their preferred methods for accessing information
2. Defining system capabilities and constraints
3. Identifying the key stakeholder roles, responsibilities and necessary agreements
4. Coordination of switching/routing with telephone carriers and the necessary agreements
5. Creating a draft Concept of Operations, reviewing with key stakeholders and reiterating until a Final Concept of Operations is complete

Deliverable 14: Concept of Operations Document

TASK 11: Create a System Validation Plan

The System Validation Plan defines the performance measures that will determine how system performance and project success will be measured based on the original intent of the project.

Deliverable 15: System Validation Plan

TASK 12: Develop System Requirements

In the system requirements, the transportation user needs identified in the Concept of Operations are reviewed, analyzed, and transformed into verifiable requirements that define *what* the system will do, but not *how* the system will do it. The objectives are to develop a validated set of system requirements that meet transportation user's needs.

The development of System Requirements includes, but is not limited to:

- Eliciting requirements
- Analyzing requirements and prioritizing with project team and key stakeholders
- Documenting requirements
- Validating requirements – checking for consistency, accuracy and completeness
- Managing requirements

The system requirements specifications should include, but are not limited to, the following:

- System boundary with interfacing systems clearly defined
- General system description including capabilities, modes and users
- Functional requirements and associated performance requirements
- Environmental requirements
- Life-cycle process requirements
- Reliability and availability
- Awareness and use by travelers
- Recommendations for phasing in features based on priorities
- Expandability
- Staffing, human factors, safety and security requirements
- Constraints

Deliverable 16: System Requirements Specifications

TASK 13: Legal Structure

Consultant shall assess the necessary legal structure for implementing and operating a Monterey Bay Area 511 Traveler Information System.

Deliverable 17: Report outlining legal considerations of a 511 Traveler Information System for the Monterey Bay Area

TASK 14: Define Scope of Work Required to Design, Build, Market, Maintain and Operate the Recommended 511 System

Deliverable 18: Provide a Scope of Work that will be required to design, build, market, maintain and operate the recommended 511 System

TASK 15: Define Estimate of Time and Costs Required to Design, Build, Market, Maintain and Operate the Recommended 511 System

Deliverable 19: Estimate of time and costs required to design, build, market, maintain and operate the recommended 511 system

TASK 16: Provide a “watch list” of new technologies that may be helpful in deploying a 511 system that responds to the needs of the user

Technologies useful for 511 Traveler Information Systems are constantly evolving. Since significant changes in technology and market conditions may occur during the period in which The 511 Plan is being completed, a list of new developments to watch and potentially consider is needed.

Deliverable 20: “Watch list” of new technologies

TASK 17: Document Results of Implementation Plan (Administrative Draft)

Deliverable 21: An Implementation Plan is a key milestone for this project. (See Attachment 4, Project Schedule, for delivery date.) At a minimum, it should contain the following:

1. Concept of Operations
 2. System Validation Plan
 3. System Requirements Specifications
 4. Legal Considerations Report
 5. Scope of Work for designing and building a 511 system
 6. Estimate of Costs
 7. Watch List of New Technologies
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TASK 18: Final Feasibility Analysis and Implementation Plan

Deliverable 22: Deliver Final Feasibility Analysis and Implementation Plan including one administrative draft, one public draft for review by members of the public and technical advisors, and one final document (See Attachment 4, Project Schedule, for delivery date.)

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Attachment 2

Federal Transportation Planning Goals

(From the Monterey Bay Area 511 Planning Grant Application)

The Monterey Bay Area 511 Plan advances many of the Federal Transportation Goals related to utilizing ITS to make cost-effective investments. Consistent with SAFETEA-LU, the Monterey Bay Area 511 Plan project supports: making 511 traveler information available to 100% of the population by 2010, improving real-time system management capabilities and deploying real-time monitoring elements, and investing in strategies that are consistent with the Strategic Highway Safety Plan.

Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency

- Reduces time lost due to delays in transit of people, agriculture products and other goods and enables products to get to the market efficiently;
- Increases visitors' satisfaction with their travel experience and ability to reach attractive destinations in the Monterey Bay Area, thereby maintaining Monterey Bay Area as a competitive tourist destination;
- Leverages technological advances to make the area more attractive to businesses, increases commuters' tools to reduce early and late arrivals by over 50%, and creates a more competitive workforce, which increases the region's overall global economic competitiveness; and,
- Increases knowledge of opportunities to convert travel time into productive time when choosing transit options, and reduces time delayed in travel, thereby increasing the time to be productive in other pursuits.

Increase the safety of the transportation system for motorized and non-motorized users

- Captures and disseminates real-time roadway information and advisories to prevent secondary collisions, and to alert motorists to avoid the impacted area; and,
- Ensures that a greater number of non-motorists can conveniently access safety information by offering a one-stop shop for comprehensive multi-modal transportation safety information.

Increase the security of the transportation system for motorized and non-motorized users

- Distributes information to large numbers of individuals quickly and simultaneously;
- Functions as a portal for up-to date information during an emergency; and,
- Maintains the security of the system by assisting in controlling access and operations on the transportation system during and following an emergency. The demand for emergency information vis-à-vis a traveler information system was demonstrated in two notable events in California: the large fires in the San Diego Area in October 2007 and the collapse of the MacArthur Maze Freeway Interchange in the Bay Area in April 2007. In these examples, the 511 system provided detailed information about freeway conditions,

transit service, detours, and carpooling options. In both instances, the calls to the 511 number and the hits to the 511 website increased by over 200%.

Increase accessibility and mobility of people and freight

- Improves access for tourists to major events by directing visitors to available parking near large attractors and informing them of transportation options for major events;
- Allows companies providing deliveries to more accurately predict delivery times, avoid congested areas or incidents, and plan more efficient routes; and,
- Reduces travel times for freight movers and travelers by providing pre-trip and en-route information about travel times to access services and destinations.

Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns

- Lowers green house gas emissions and improves air quality by reducing the number of peak period trips and vehicles idling during peak travel periods;
- Lessens frustration for travelers by enabling travelers to make the best travel choices for their circumstance;
- Improves individual’s quality of life by making them aware of travel options as well as how to avoid delays caused by unexpected events;
- Advances the state goal of making 511 services available to all California residents, while employing strategies for improving transportation in California, as directed by the California Transportation Plan;
- Increases monitoring of the current transportation system and focuses on maximizing the efficiency of the transportation system, which is consistent with California Strategic Growth Plan; and,
- Supports statewide efforts focused on reducing vehicle miles traveled by shifting more trips to transit, ridesharing and other non-vehicular modes.

Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight

- Establishes a seamless connection for traveler information between multiple jurisdictions, counties and modes;
- Streamlines freight delivery and connections by informing truckers of alternative routes between regions and the location of weigh stations;
- Connects multiple transit trip planner applications and improves the ability to plan transit trips that involve multiple regions thereby improving connectivity; and,
- Links rideshare program participants in the two county area (and neighboring counties) and ensures that the Monterey Bay Area 511 System is interoperable with neighboring counties’ programs.

Promote efficient system management and operation

- Increases corridor capacity through better system management by providing, real-time transportation information to travelers and increasing information available to transportation system and facility managers by increasing detection on the system; and,

- Reduces non-recurrent congestion by informing motorists of disruptions in the traffic flow, and its projected duration before leaving for a trip and en-route, thereby improving operations.

Preserve the Transportation System

- Enables travelers to utilize the transportation system while construction activities are underway and reduces traveler inconvenience associated with maintenance activities, both essential to allowing system preservation activities, by providing motorists with information about where maintenance activities are located, and potential delays.

Attachment 3

California Transportation Planning Goals

(From the Monterey Bay Area 511 Planning Grant Application)

The Monterey Bay Area 511 Plan advances many of the State’s goals simultaneously. To achieve the State’s goals, the Monterey Bay Area 511 Plan utilizes several of the strategies identified in Governor Schwarzenegger’s Strategic Growth Plan related to: Intelligent Transportation Systems-Traveler Information, System Monitoring and Evaluation, and Demand Management.

Improve Mobility and Accessibility

- Reduces peak period travel and eases demand on the system by using a variety of strategies to support peoples’ efforts to travel by the most efficient means possible; and,
- Improves connectivity by developing an information architecture that integrates and standardizes transportation services throughout the multi-county area, thereby providing easy movement between modes, jurisdictions, and operators.

Preserve the Transportation System

- See Federal Goal “*Preserve the Transportation System*”

Supports the Economy

- Increases the attractiveness of the Monterey Bay Area as a destination and for specific events by improving individual’s travel experience and ability to access venues, as demonstrated by existing 511 programs (supporting the tourist economy in the Monterey Bay Area and California is critical considering that tourism is California’s fourth-largest “employer”); and
- Ensures that agriculture (responsible for over 3.0 billion in revenues annually) and other goods move reliably and efficiently, with minimal delay, through the region by providing relevant transportation information to truckers and businesses.

Enhance Public Safety and Security

- Captures and disseminates real-time roadway information and advisories to prevent secondary collisions, and to alert motorists to avoid the impacted area;
- Increases surveillance of the transportation infrastructure, which as the dual benefit of enhancing safety and increasing security; and,
- Ensures that a greater number of non-motorists can conveniently access safety education information distributed by transportation stakeholders by planning for a one-stop shop for comprehensive multi-modal transportation information.

Reflect Community Values

- Plans for a diverse range of transportation needs and travel patterns generated by the unique land uses in the two county area. These demands stem from the fact that the Monterey Bay Area is made up of Santa Cruz County, with the smallest land area of the state’s 58 counties and the 9th

highest population density, and Monterey County, rated in the top half for largest land mass and lowest population density;

- Provides solutions that meet the environmental, social, and financial constraints facing the region and thereby advancing community values; and,
- Improves interagency coordination, thereby reducing duplication, adding value to existing programs, advancing multiple agencies goals, and sharing knowledge.

Enhance the Environment

- Lowers green house gas emissions and improves air quality by reducing the number of peak period trips and vehicles idling during peak travel periods.

Attachment 4

Project Schedule

RTC is seeking a consultant to perform the services described in this scope of work for a period of 9 months ending on November 1, 2011. The RTC is looking forward to working with a qualified contractor who will be able to meet this deadline.

November 5, 2010	Release RFP
November 15, 2010	Conduct Pre-Proposal Conference, Santa Cruz, CA (participation by phone and in person)
December 10, 2010	Proposals due, Noon
January, 2011	Select consultant, negotiate and execute contract
February, 2011	Plan development begins
May 1, 2011	Feasibility Analysis due (Administrative Draft)
August 1, 2011	Implementation Plan due (Administrative Draft)
September 1, 2011	Draft 511 Plan due and public comment period opens
September 30, 2011	Close public comment period
October, 2011	Review and consider comments
November 1, 2011	Final 511 Plan due