

**CITY OF MERCED**  
**Planning Department**

TO: Bicycle Advisory Commission  
FROM: Bill King, Principal Planner  
DATE: December 8, 2015  
SUBJECT: Active Transportation Plan-Safe Routes to School Planning Process

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**BACKGROUND**

In October 2015, the City Planning Department received a grant award of \$134,000 to prepare an Active Transportation Plan (ATP)/Safe Routes to School (SRTS) Plan from Caltrans. The plan will be used to create an action that describes pedestrian and cyclist needs (improvements, education and promotion), notably those for local schools and travel within, to and from the downtown area. The project envisions extensive data gathering, as well as public outreach and involvement.

**WHAT'S NEXT?**

Presently, City Staff is running two concurrent activities: 1) refinement of the project scope of work; and, 2) initiating plan-related studies. Attachment 1 presents the current draft of the scope of work. At the October 2015 BAC meeting, the following ad-hoc sub-committees were formed:

- ATP/SRTS Citizen Focus Group (Kayser-Grant, Palma)
- Pedestrian and Cyclist Count Methodology (Hicks, Tyler)
- Reduced Lane Width Ramifications (Hicks)

Over the last month, City Staff has forged a partnership with the Merced County Public Health Department and the City Police Department to catalog citywide traffic accident data involving pedestrians and cyclists in order to bring a greater understanding of the locations and types of accidents to the planning process.

Another data gathering need includes quantifying and mapping bicycle parking citywide, but especially as local schools.

**ACTION**

Staff requests the Commission to: 1) review and comment on the draft scope-of-work; and, 2) where possible, offer assistance or leadership in data gathering needs, notably with regard to bicycle parking at local schools.

**Attachments:**

1. Draft ATP/SRTS Plan scope-of-work

# ATP/SRTS WORK PLAN

## Overview

The purpose of the *ATP/SRTS Plan* is to increase active transportation modes of transportation throughout the City and its future growth area, but particularly where Disadvantaged Communities are concentrated. This will be accomplished through establishment of a list high value pedestrian and bikeway projects that will be identified, selected and prioritized through extensive community engagement and technical review. The project will be managed by City Planning Staff, with assistance from a consultant on specific tasks (Task A2). The work is funded and guided through a grant award from Caltrans (Task A1).

## Anticipated Outcomes

*Project Feasibility:* The projects will be politically, fiscally and physically feasible, and, to the degree possible and supported by the grant, Staff will have completed the greatest extent of environmental clearance for said projects as possible.

*Disadvantaged Community:* The STP/SRTS Plan seeks to provide direct meaningful and assured benefits to Merced's Disadvantaged Communities (DC). To maximize value, functionality and level of benefit to its Disadvantaged Communities (DC), the *ATP/SRTS Plan* will focus on connectivity to downtown Merced.

*Funding:* An *ATP/SRTS Plan* crafted following the project Work Plan (described below) will enable the City to competitively seek grants.

*Increased Active Transportation:* In general, the citywide *ATP/SRTS Plan* would increase ATP use across the spectrum of user types, with greatest increases anticipated by commuters and students. The one-year projection of increased use is 3% (250) above existing, and a 15% (1,152) increase after five years. With its smaller block design, variety of land uses, higher rate of low-income residents, and the plan's focus to remove barriers between downtown and other areas of the City, great gains in increased ATP travel are anticipated to occur in areas between Central Merced and surrounding neighborhoods. While recreational multi-use pathway (Class 1) improvements will be listed in the Plan, the objective of adding new Class 1 segments will be the improved access and use by commuters and safe routes-to-school. Addition of key Class 1 facilities to increase the use of the recreational bikeway network is not to be discounted, as

increased use of these facilities does translate to increased use and support for “commuting” type facilities. Finally, increases in ATP travel are also anticipated in the neighborhoods adjacent to Merced College (pedestrian and bikes), and UC Merced (mostly bicycle).

*Health-Based Outcomes:* The proposed project will enhance public health by improving and creating new environments conducive to physical activity. This is especially important in the City of Merced where there is a high risk factor for obesity, physical inactivity, and asthma. More active modes of transportation such as walking and biking will become a more viable option to disadvantaged communities in the central, south and eastern sections of the city to access shopping centers, jobs, schools, recreational areas, and other neighborhoods.

## Supportive Planning Documents

The *ATP/SRTS Plan* is built on prior “programmatic” planning efforts of the City including the *Merced Vision 2030 General Plan*, and the City’s *2012 Climate Action Plan*. Both of these documents include high-level goals, policies and direction in support of “Complete Streets” and ATP Goals, especially as they relate to the safety of our citizens, the reduction of traffic congestion, clean air resources and reduced greenhouse gas emissions, and building healthy communities. As part of the ATP/SRTS, Staff will prepare a “consistency report” of these and other related planning documents, such as the Regional Transportation Plan, Programmatic CAP and the Merced Municipal Code (Task B2), paying particular attention to existing bike and pedestrian related policies (Task B3).

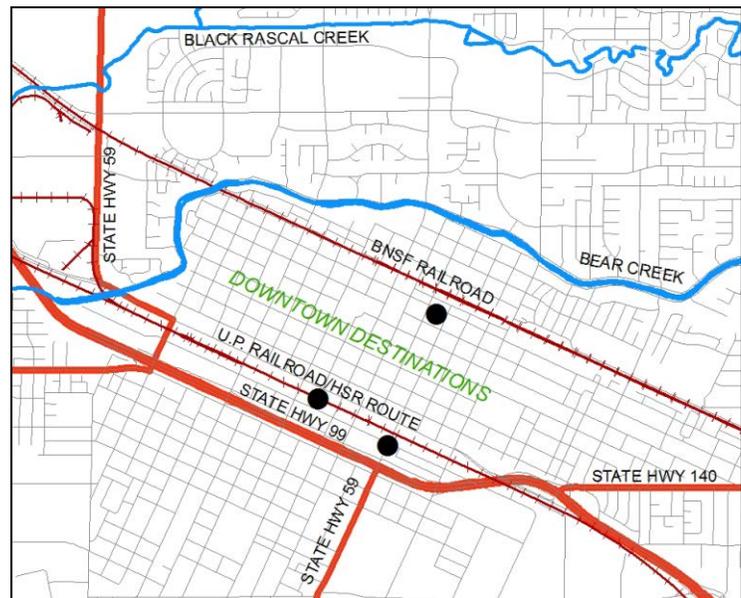
The City’s *2013 Bicycle Transportation Plan* will form the foundation upon which the *ATP/SRTS Plan* will be built by adding new components and updating prior data. Significant additions include: 1) a hefty set of project selection filters; 2) a focus to resolve commuting (walking or bicycling) challenges, notably multiple physical barriers between Central Merced and adjacent neighborhoods; 3) identification of ATP connectivity needs to Merced’s planned high-speed rail station (forecasted to be operational by 2022); 4) identification of safe-routes to school priorities; 5) projects selected under the broad ATP goals; and 6) listing of cost-effective, feasible and “shovel ready” projects.

## Geographic Scope of ATP

The Comprehensive *ATP/SRTS Plan* includes the entire City of Merced and growth area, together with its numerous schools, employment zones, transit, public buildings, parks and high density residential areas.

### Challenge and Opportunity Areas

Central Merced: A focus of the plan will be connecting Central Merced to surrounding neighborhoods. The *ATP/SRTS Plan* includes a systematic method for identifying and prioritizing new walking and bicycling routes to and from Central Merced which contains high concentrations of dense housing, employment zones, the future downtown high-speed rail station and other transit stations. Central Merced is also characterized by extensive barriers in the form of creeks, railroads, freeways and a future HSR line (see map below). Central Merced and nearby neighborhoods are also where the City's three disadvantaged communities (DC) overlap.



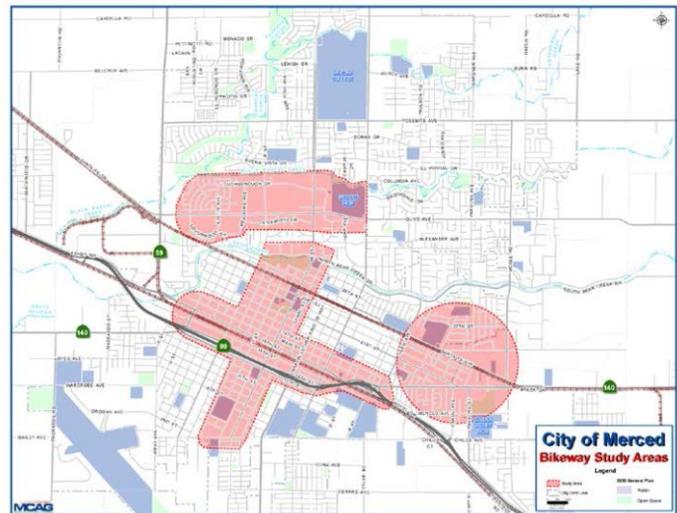
The ATP/SRTS planning effort will seek opportunities and ways to close gaps and remove barriers in Active Transportation (AT) infrastructure. As ATP connectivity between neighborhoods and Central Merced improves, the value of existing ATP infrastructure in these neighborhoods will increase. With development of the high-speed rail station in downtown, the use of all ATP improvements in Central Merced will increase.

Planning for corrective actions in the Central Merced would result in the greatest increases in ATP travel along with direct benefits to the City's DCs. The identification, selection and ultimate construction of high community-wide ATP priorities in this area will encourage ATP travel due to anticipated increases in 1) comfort and safety; 2) connectivity to transit stations (black dots on the map above), including the downtown high-speed rail station; 3) connectivity to

employers including City, County and UC Merced administrative offices; and 4) safe-routes to schools, which consist of 58% of the total number of schools in the City. Implementation of the plan will provide DC's with direct access to pedestrian and bicycle routes to the center of downtown where many jobs, events, and transit connections (Greyhound, Amtrak, public transit, and future HSR) exist. New bikeways, sidewalks and programs will enable large sections of the DC to access downtown employment areas, and to local schools, public parks, grocery stores, schools, and community centers throughout the City.

**Arterial Roads:** Currently, marginal ATP travel occurs along narrow arterial roads characterized by congestion and/or high speeds. These uncomfortable conditions are amplified at choke-points (creek bridges, railroad crossings, and freeway tunnels) in many cases leaving no space for ATP travelers. Many cyclists ride on sidewalks, creating conflicts with pedestrian travelers. The ATP will examine active transportation route options ranging from pedestrian bridges and/or tunnels, road-diets, modified intersection design, bicycle boulevards on local streets, and multi-use sidewalks.

**Previously Identified Study Areas:** The ATP/SRTS Plan will build upon the 2013 Bicycle Transportation Plan's identification of assessing several zones in the City that experience active transportation infrastructure deficiencies. (pink areas on map). Note that these areas roughly align with the ATP traffic collision data. As with other prospective projects, the *ATP/SRTS Plan* planning process will craft feasible and cost-effective solutions for these, which were listed and ranked in the 2013 *BTP*:



- Rank #3: 1) Bikeways Options along Olive Avenue; 2) Access to GVHS from the north; and 3) Bikeways Options along 16<sup>th</sup> Street;
- Rank #4: O Street Bike Boulevard
- Rank #6: Crossing at G Street and Cottonwood Creek
- Rank #14: Canal Street Bike Boulevard

## Public Outreach

The community engagement for the *ATP/SRTS Plan* will be extensive. The City will pursue a coordinated and collaborative public outreach effort with a wide array of participants, including:

- Community Stakeholders
- Government Stakeholders
- a Citizen-based Advisory Focus Group
- a Technical Advisory Committee

### Formal Groups

*Community Stakeholders and Individuals:* Merced Mariposa Asthma Coalition (\*Jay Herbrand); Building Healthy Communities (\*Tatiana Vizcaino-Stewart); Downtown Neighborhood Association (\*Ryan Heller); Merced Bicycle Coalition (\*Justin Hicks); Chambers of Commerce; \*Jasmine Diaz, \* Swana Swanson, and physically and/or mentally disabled and students and residents (particularly elderly and youth), especially those from disadvantaged communities.

*Government Stakeholders:* To maximize involvement from affected local jurisdictions, the City will identify and engaged the following (Task B1): Merced City School District (\*Matt Adams); Weaver Union School District; Merced Union High School District (\*Travis Kirk); UC Merced; Merced College (\*Ronald Taylor); City Departments including Engineering, Police, Fire and Recreation; Merced County Association of Governments; Caltrans, Merced County Roads Division and the Merced County Public Health Department.

*Advisory Citizen-based Focus Group:* Stakeholders, members of the Disadvantaged Community (DC); and at-large residents will make-up the Advisory Citizen-based Focus Group, and play a collaborative role in review and development of the *ATP/SRTS Plan*. The Citizen-based Advisory Focus Group is envisioned to have approximately 15 members and selected by City Staff (Task C3).

*Technical Advisory Committee:* Looking forward to the implementation stage of projects identified in the *ATP/SRTS Plan*, membership will include City and County Engineering, Merced County Association of Governments, City of Merced Police Department, City of Merced Public Works Department, City of Merced Recreation and Parks. The TAC is envisioned to have approximately 8 members and selected by City Staff (Task A3).

Letters of support for the ATP application were received from those noted by (\*).

### **Community at-large**

In addition to these groups, numerous public meetings will draw a forecasted 500 citizens from various sectors of the community over the course of the project. The Comprehensive *ATP/SRTS Plan* will address all ages of pedestrians and bicyclists who can commute to work or school. Through public workshops and meetings, these populations will contribute their ideas and suggestions while being informed about project feasibility, cost-effectiveness and a broad range of alternatives including low cost and proven safety countermeasures. Mercedian's will be encouraged to shift to active modes of transportation. [See Task C.](#)

A key community engagement task is the creation a Disadvantaged Community (DC) Outreach Strategy. The objective of the strategy is to attain a high public engagement target of 75% DC members to attend workshops and advisory committee meetings. This means an extensive and sustained public outreach effort to solicit input from those who historically have been left out of the planning process. Disadvantaged Communities include: (1) K- 8 students; (2) high school and post-secondary schools; (3) Hmong and Latino Communities; (4) low-income residents; and (5) disabled individuals. Reaching out to DC will include expanding mutually supportive partnerships that presently work with DC communities, such as Building Healthy Communities, United Way and Central California Regional Obesity Prevention Program.

### **Public Meeting Logistics**

All community meetings (except for the 3 formal public hearings and 7 TAC meetings) will have translator services in Hmong and Spanish, and be accessible by transit. All 6 public workshops and 8 citizen focus group meetings will occur in the evening, or on the weekends. Where feasible, child care services will be provided. Formal public hearings, TAC meetings and the Citizen's Focus Group meeting will occur at the centrally located Merced Civic Center. Workshops concerning SRTS will be held at local school facilities. Various stakeholder meetings and workshops will be held at neighborhood community centers located throughout the City. Notices in English, Spanish and Hmong will be displayed on the project website, the City's facebook page, at local libraries, area schools, transit stations, and in neighborhood and business association newsletters. Radio announcements, newspaper articles and inserts in utility billing are also planned.

## Existing Conditions Report

### Physical Conditions

*Estimated ATP Counts:* No comprehensive citywide ATP count has ever been made. Rather, some independent and focused estimates have been made, including: 1) a 2010 study of a 0.75 mile section of Hwy 59 in South Merced recorded a pedestrian daily count of 865 on a weekday, and 1,240 on a weekend; 2) in 2013, MCAG estimated that 2,100, or 1.3% of the population of 70,000, rode bicycles, not including students; and 3) in 2014, student-related ATP counts provided by school district staff, accounted 5,577 daily trips. Thus, from school and MCAG estimates, there is a combined total estimate of 7,677 pedestrian and cyclist daily trips.

*ATP/SRTS Counts* (Task D1) Comprehensive Citywide bicycle and pedestrian counts for existing and post-plan timeframes will be measured (see table below):

	<i>Commuter</i>				<i>Recreational</i>				<i>Students</i>			
MODE	Y	YA	M	SS	Y	YA	M	SS	Y	YA	M	SS
Bikes												
Pedestrian												

AGES: Y=under 14; YA=15-25; M=25-50; SS=over 50

*Land Use Patterns:* (Task D2)

*Bicycle and Pedestrian Transportation Facilities:* (Task D3)

*End of Trip Bike Parking:* (Task D4)

*Bike and Pedestrian Multi-modal Connections:* (Task D5)

*Local ATP/SRTS Hazards:* Hazards will be identified by examining police reports; holding interviews with safety, engineering and maintenance personnel; soliciting public input at community workshops and walk/bike audits; gathering comments and ideas from students, school administrators and school-related groups; and investigating sites identified as hazards.

(Task D6)

## Cultural Conditions

*Pedestrian and Cyclist Accident Data:* (Task E1) Using 2011 to 2015 police reports data of collisions between motorized vehicles and ATP travelers, accident numbers and general causes have been mapped. Through interviews with safety personnel, examination of police department reports, and sources from local hospitals, this database will be expanded to gain a greater understanding of behaviors and locations that contribute to the incidence of accidents. The data will help inform community dialog at community workshops. Several user-error patterns (behaviors such as riding on the wrong side of the street, and lack of compliance with traffic laws) which led to collisions, will be further examined to develop cost-effective safety countermeasures as part of the process to develop the ATP/SRTS Plan.

*Enforcement, Education, Engineering, Evaluation, and Encouragement Programs:* (Task E2)

*Maintenance Policies and Procedures:* (Task E3)

## Funding ATP/SRTS Projects and Programs

*Past Expenditures:* (Task F1)

*Anticipated Revenue Sources (including grants):* (Task F2)

*Project and Program Financial Need Assessment:* (Task F3)

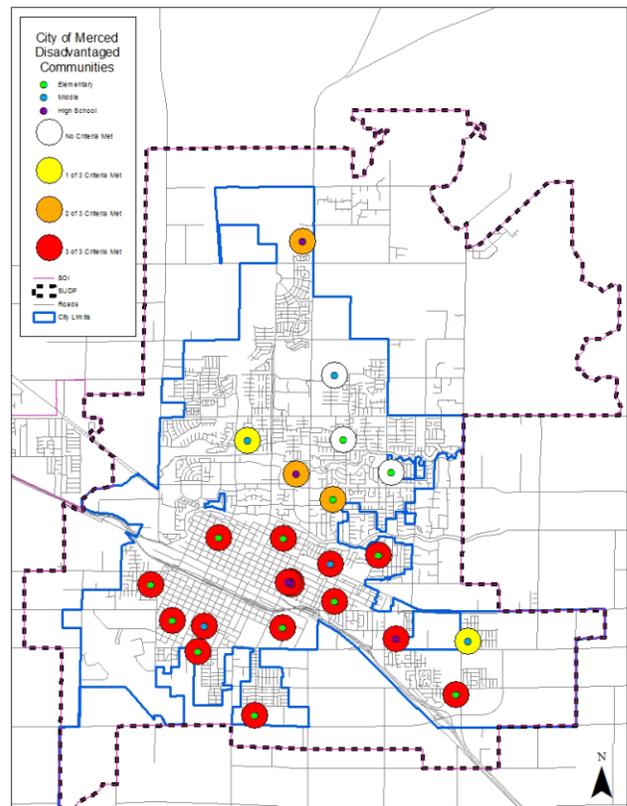
## Plan Development

### Visioning ATP/SRTS Projects and Programs

Identify Potential use of Proven Low-Cost Improvements & Safety Countermeasures: (Task G1)

Identify Programs, Practices and Improvements that Mitigate Safety Hazards: Identify a set of mitigating programs, practices, or improvements to reduce impacts from hazards identified in task D6. (Task G2)

Identification of Potential Projects: The potential list of ATP/SRTS projects and programs located throughout the study area would be based on extensive public outreach with DC communities. Multiple meetings are envisioned. To assure the needs of all DC populations are included in the plan, projects that align geographically with high concentrations of DC populations shown on the image to the right, where a large portion of the City meets all three DC criteria, will be selected for assessment. Projects of merit outside the DC Core area will also be included in the selection planning effort. (Task G3)



### Project Filter Tools and Prioritization

The *ATP/SRTS Plan* will be developed through a public participation and planning process that involves a series of filters and feedback loops to identify the highest community ATP priorities and projects. As part of an iterative public review and comment process, the community will filter potential projects to identify those that are consistent with ATP goals; to examine cost-effective alternatives; to measure the benefit against costs; and to assure future improvement by assessing project feasibility. Through this planning process, the original list of potential projects will be reduced, redefined and modified, resulting in the highest value ATP priorities to the community.

Methodology of Project Prioritization: (Task H1)

Initial Site Feasibility Assessments of Potential Projects: (Task H2)

Potential to Mitigate Safety Hazards (see Task G2): (Task H3)

Perform a cost-benefit Analysis: (Task H4)

List of Prioritized Projects and Programs: (Task H5)

## **Plan Projects, Programs, Implementation and Maintenance**

Estimated ATP Increase due to Plan: (Task I1)

Map and Description of Proposed Bicycle and Pedestrian Transportation Facilities and Wayfinding Signs: (Task I2)

Map and Description of Proposed end-of-trip Bike Parking: (Task I3)

Map and Description of Proposed Bicycle multi-modal Connections: (Task I4)

List of Proposed/Amended Bike and Pedestrian Related Policies: (Task I5)

Use of 5 "Es"(Enforcement, Education, Engineering, Evaluation, and Encouragement) to increase rates of bicycle use and pedestrian Travel: (Task I6)

Goal for Accident Reduction: (Task I7)

Description of proposed ATP Maintenance Policies and Procedures: (Task I8)

Project and Program Implementation Schedule: (Task I9)

ATP Plan Working Group Activities and Actions: The planning effort envisions the formation of a permanent ATP/SRTS Working Group headed by the City Engineer with representatives from the City Police Department, the City Public Works Department, the local Council of Governments, local school districts, and up to three citizen representatives, one of whom would be a Bicycle Advisory Commission member. Representation from the City's disadvantaged communities would also be emphasized. It is envisioned that this group would be formally established upon adoption of the *ATP/SRTS Plan*. The ATP working group would meet at least twice annually to match plan projects with project funding sources such as the City's CIP and grant fund opportunities. (Task I10)

Prepare Environmental Review Documents for Plan Only: (Task I11)

## Grant Administration

Prepare and Amend Budgets, Track Project Time and Manage other Fiscal Duties: The total project cost is \$206,885 (Task J1). The City/Community will provide 35 % of the total project cost, which equates to \$72,410; the City's contribution appears in the project budget as follows:

- City Share of Staff Costs (not including environmental review): \$37,410
- Community Meeting Space/in-kind Values: \$3,000
- Citywide ATP count /in-kind Values: \$20,000
- Citywide ATP Audit /in-kind Values: \$5,000
- Environmental Review Costs for Plan only: \$7,000

Comply with Contract Reporting Requirements: (Task J2)

Consultant Management: (Task J3)

# City of Merced ATP\_SRTS Grant/11-20-2015

## Task A: Project Startup Activities (\_\_\_\_ Hrs.)

To gather City Staff and Consultant to prepared the Comprehensive ATP Plan

### Activities/Deliverable:

1. Finalize Contract with Caltrans/**Final Contract with Caltrans with Work Plan**
2. Consultant Selection/**RFP, Admin Report, Agreements, Adjusted Work Plan**
3. Formation of the Technical Advisory Committee (TAC)/**TAC Roster and meeting notes**

## Task B: Agency Collaboration (\_\_\_\_ Hrs.)

To define the political and policy setting of the project

### Activities/Deliverables:

1. Identify Affected Local Jurisdictions (i.e. schools, COG, etc.)/**Contact List of Partners and Stakeholders**
2. Examine applicable plans (RTP, SCS, GP, AQ and CAP) for guidance/**Consistency Report with Local Plans**
3. List existing bike and pedestrian related policies/**Report of Existing ATP Policies**

## Task C: Community Engagement (\_\_\_\_ Hrs.)

Gather community voice and support for the Comprehensive ATP Plan

### Activities/Deliverables:

1. Conduct Initial Public Outreach Events/**Newspaper Ads and Articles, Notices, Website Development**
2. Host Project Public Workshops, ATP Audits, and Stakeholder Meetings/**Powerpoint Presentations, Public Comments, Notices and Ads**
3. Formation of the Citizen Focus Group/**Applications**
4. Citizen Focus Group Orientation Meeting/**Meeting Packet, agenda and meeting notes**
5. Regular Meetings with Citizen Focus Group/**Meeting packets, agendas and meeting notes**
6. TAC meetings and draft plan reviews/**Meeting packets, agendas and meeting notes**
7. Formal Plan Review Process/**Public Review Draft Plan, Staff Reports, Minutes, Resolutions**
8. Plan Distribution/**30 Printed Copies of Adopted Plan**

## Task D: Existing Physical Conditions Assessments (\_\_\_\_ Hrs.)

Prepare Technical Memorandums describing Merced's existing ATP characteristics

### Activities/Deliverables:

1. Number of Bike and Pedestrian Trips/**Technical Memorandum #1 and Final Plan Language**

2. Map and Description of Land Use Patterns (existing and proposed)/[Technical Memorandum #2 and Final Plan Language](#)
3. Map and Description of Bicycle and Transportation Facilities and Wayfinding Signs/[Technical Memorandum #3 and Final Plan Language](#)
4. Map and Description of end-of-trip bike parking/[Technical Memorandum #4 and Final Plan Language](#)
5. Map and Description of Bicycle and Pedestrian Multi-modal Connections/[Technical Memorandum #5 and Final Plan Language](#)
6. Identify Local ATP/SRTS Hazard//[Technical Memorandum #6 and Final Plan Language](#)

**Task E: Existing Cultural Conditions Assessment (\_\_\_\_ Hrs.)**

To describe Merced's existing cultural ATP conditions

Activities / Deliverables:

1. Number and location of accidents/[Technical Memorandum #7 and Final Plan Language](#)
2. Existing ATP Enforcement, Education, Engineering, Evaluation, and Encouragement Programs/[Technical Memorandum #8 and Final Plan Language](#)
3. Description of existing ATP Maintenance Policies and Procedures/[Technical Memorandum #9 and Final Plan Language](#)

**Task F: Funding ATP/SRTS Projects and Programs (\_\_\_\_ Hrs.)**

Description of how projects and programs may be funded

Activities / Deliverables:

1. Past Expenditures/[Technical Memorandum #10 and Final Plan Language](#)
2. Anticipated Revenue Sources (including grants)/[Technical Memorandum #10 and Final Plan Language](#)
3. Project and Program Financial Need Assessment/[Technical Memorandum #10 and Final Plan Language](#)

**Task G: Visioning ATP/SRTS Projects and Programs (\_\_\_\_ Hrs.)**

Selection of Community Priorities of ATP projects will be facilitated through the use of various filtering tools.

Activities / Deliverables:

1. Identify Potential use of Proven Low-Cost Improvements & Safety Countermeasures/[Technical Memorandum #11](#)
2. Identify Programs, Practices and Improvements that Mitigate Safety Hazards/[Technical Memorandum #11](#)
3. Identification of Potential Projects/[Technical Memorandum #12](#)

**Task H: Project Filter Tools and Prioritization (\_\_\_\_ Hrs.)**

To prioritize ATP projects and programs

Activities / Deliverables:

1. Methodology of Project Prioritization/**Technical Memorandum #13**
2. Initial Site Feasibility Assessments of Potential Projects/**Technical Memorandum #13**
3. Potential to Mitigate Safety Hazards/**Technical Memorandum #13**
4. Perform a cost-benefit analysis/**Technical Memorandum #13**
5. List of Prioritized Projects and Programs/**Technical Memorandum #14**

**Task I: Plan Projects, Programs, Implementation and Maintenance (\_\_\_\_\_ Hrs.)**

Activities / Deliverables:

1. Estimated ATP Increase due to Plan/**Draft Visioning Document with Final language in Plan**
2. Map and Description of Proposed Bicycle and Pedestrian Transportation Facilities and Wayfinding Signs /**Draft Visioning Document with Final language in Plan**
3. Map and Description of Proposed end-of-trip bike parking/**Draft Visioning Document with Final language in Plan**
4. Map and Description of Proposed Bicycle multi-modal Connections/**Draft Visioning Document with Final language in Plan**
5. List of Proposed/Amended Bike and Pedestrian Related Policies/**Draft Visioning Document with Final language in Plan**
6. Use of 5 "Es"(Enforcement, Education, Engineering, Evaluation, and Encouragement) to increase rates of bicycle use and pedestrian travel /**Draft Visioning Document with Final language in Plan**
7. Goal for accident reduction/**Draft Visioning Document with Final language in Plan**
8. Description of proposed ATP Maintenance Policies and Procedures/**Draft Visioning Document with Final language in Plan**
9. Project and Program Implementation Schedule/ **Draft Visioning Document and Final Plan Language**
10. ATP Plan Working Group Activities and Actions/**Annual Project Lists and Annual Progress Reports**
11. Prepare Environmental Review Documents for Plan Only/**Initial Study and CEQA Determination for Plan**

**Task J: Grant Administration (\_\_\_\_\_ Hrs.)**

Work related to managing grant contract and agreement with consultant

Activities / Deliverables:

1. Prepare and Amend Budgets, Track Project Time and Manage other Fiscal Duties/**Updated Work Plan; Timesheets; Tracking & Reporting Costs**
2. Comply with Contract Reporting Requirements/**Quarterly Reports and Invoices**
3. Consultant Management/**Weekly Management Meetings**

